

The NATIONAL UNDERWRITER

Life Insurance Edition



*Welcome to
Philadelphia*

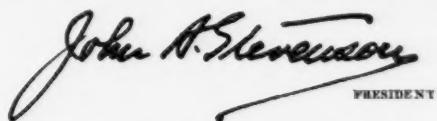
Members of the National Association of Life Underwriters:

The theme of the 1940 Convention, "American Life Insurance—the Epitome of Our Democracy," means that the National Association of Life Underwriters brings to Philadelphia some of the ideals which animated the meetings held by our forefathers in this city.

When here they declared our national independence, resolved that the stars in our flag should represent "a new constellation," adopted the Constitution of the United States, they laid the foundations of a nation where freedom-loving people might live. On these foundations, an imposing structure has been raised, and the prime objective of this Convention is to help make that structure secure.

It is particularly appropriate that those attending this Convention should come with the wholehearted purpose of paying tribute to Dr. S. S. Huebner, one of the forefathers of professional life underwriting as we understand it today. None of the founders of our Republic devoted greater effort, made greater sacrifices, added greater wisdom to the work in which they were engaged than Dr. Huebner has offered to the cause of providing financial security in the American way.

We may take pride in what life insurance has contributed to the welfare of our citizens and to our country as a whole; we may look forward with confidence to its increasing usefulness in the future; and, to the representatives of our great business, who are so largely responsible for its service today, it is my privilege to extend the warmest and heartiest welcome.



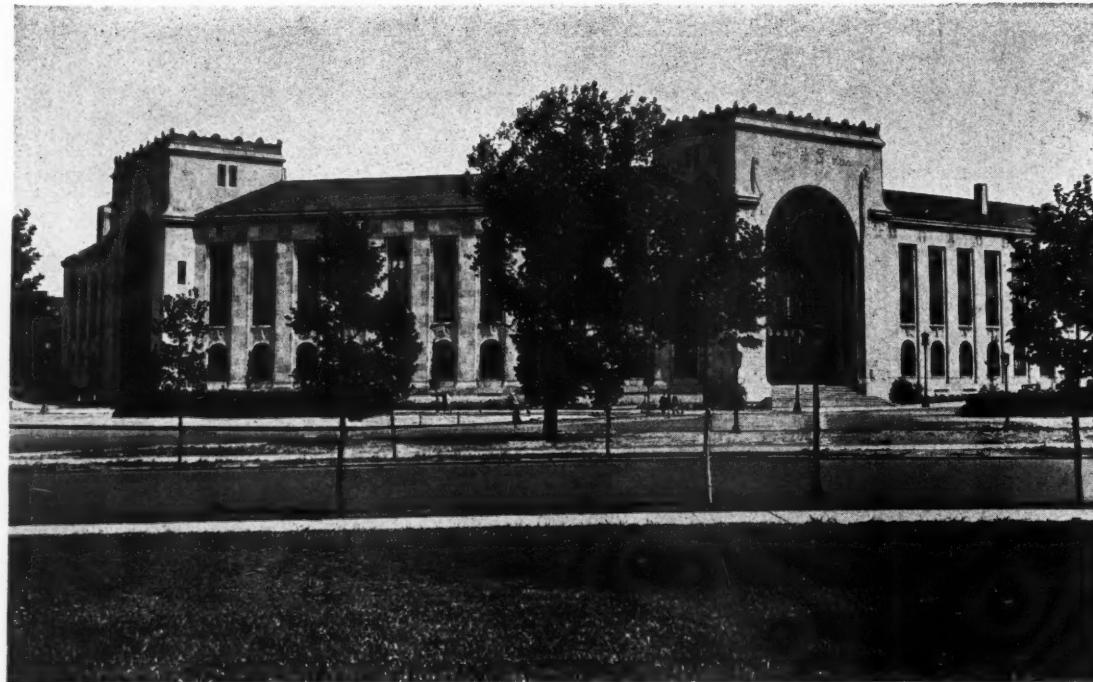
John A. Stevenson
PRESIDENT

THE PENN MUTUAL LIFE INSURANCE COMPANY
INDEPENDENCE SQUARE, PHILADELPHIA

1

1ST CONVENTION DAILY

WEDNESDAY, SEPTEMBER 25, 1940



WHEN YOU ARE IN PHILADELPHIA Come To See Us

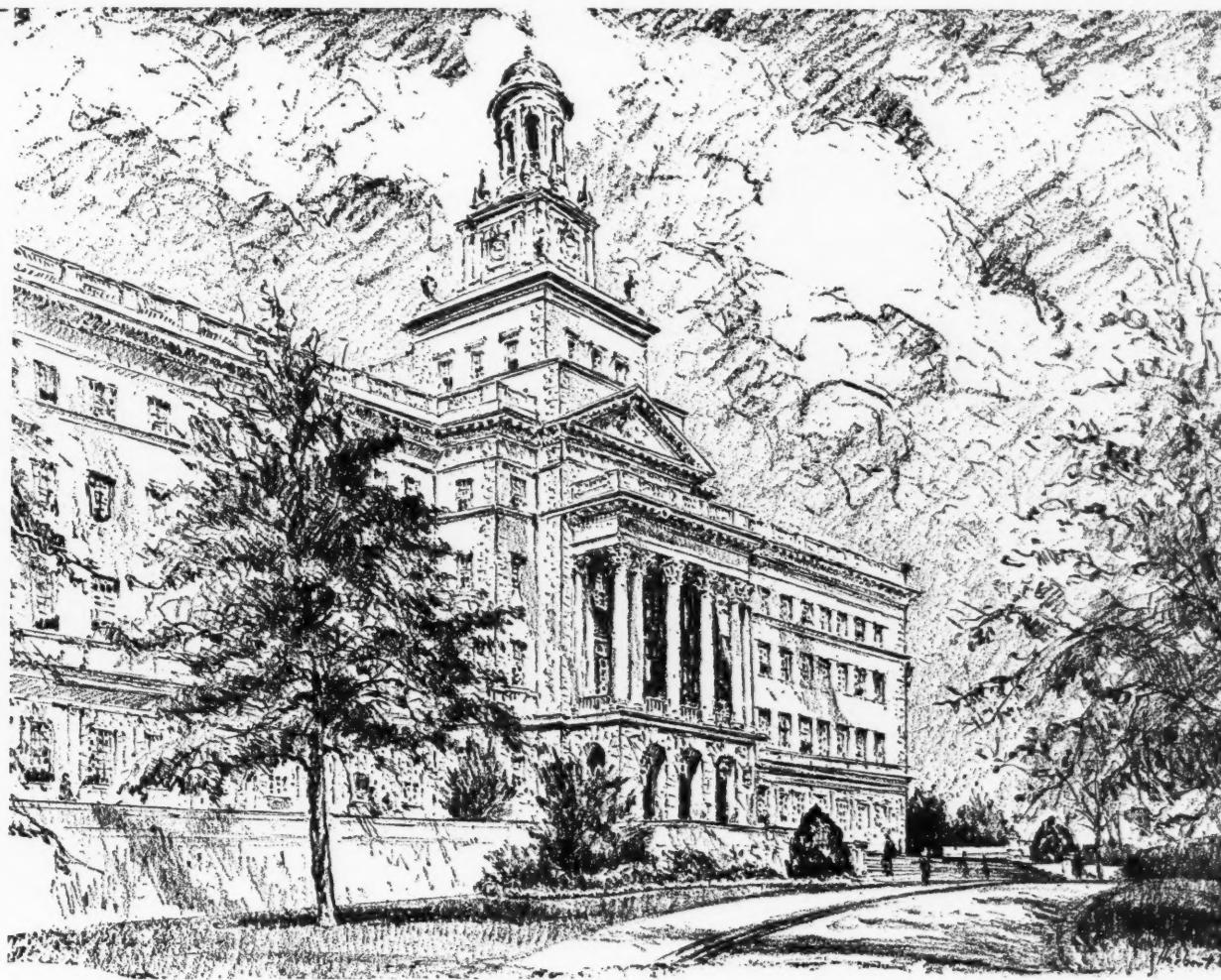
Out on the Parkway, at the entrance to Fairmount Park, opposite the great Philadelphia Art Museum, is Fidelity's home. You are cordially invited to inspect this modern insurance work shop.

Here you will see the original life insurance policy carrying the first disability coverage ever issued, the first ever issued guaranteeing an "Income for Life" to the insured and the first ever issued with Accidental Death Benefits. All three of these developments in insurance protection were originated by the Fidelity.

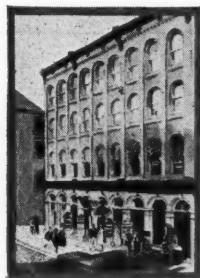
Fidelity is a Philadelphia institution but its influence reaches into thirty-six states and the District of Columbia. It would be glad to welcome at the Head Office members of the National Association.

The **FIDELITY MUTUAL LIFE
INSURANCE COMPANY
PHILADELPHIA**

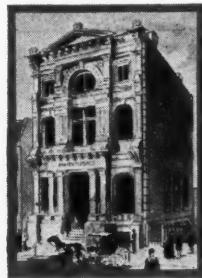
WALTER LEMAR TALBOT, President



ON THE OCCASION OF ITS SEVENTY-FIFTH ANNIVERSARY
PROVIDENT MUTUAL
LIFE INSURANCE COMPANY OF PHILADELPHIA, PA.
EXTENDS
A HEARTY WELCOME TO
THE 1940 ANNUAL CONVENTION
OF THE
NATIONAL ASSOCIATION OF LIFE UNDERWRITERS
MEETING IN PHILADELPHIA
THE BIRTHPLACE OF INDEPENDENCE
SEPTEMBER 23-27



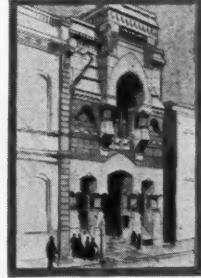
1865-1872



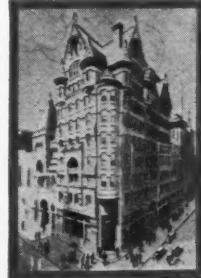
1873-1879



ORGANIZATION BUILDING



1879-1891



1892-1928

PAST HOMES OF THE PROVIDENT

In the N. A. L. U.

The following members of the Massachusetts Mutual field force have served on important committees of the National Association of Life Underwriters during the past year:

MILLARD R. ORR, C.L.U., *Philadelphia*
Chairman, Convention Executive Committee

J. HAWLEY WILSON, C.L.U., *Oklahoma City*
Agency Practices

E. W. HUGHES, *Chicago*
Business Standards

CORYDON K. LITCHARD, C.L.U., *Springfield, Massachusetts*
By-laws

EDWARD J. SCHLITZER, *Rochester*
Conservation

GEORGE E. LACKY, C.L.U., *Detroit*
Chairman, Cooperation with Attorneys and Past Presidents

RODERICK PIRNIE, *Providence*
Cooperation with Trust Officers

R. H. DARBY, *Baltimore*
Cooperation with U. S. Chamber of Commerce.

J. S. BRAUNIG, *Boston*
Education

HENRY W. WHITE, JR., *Knoxville*
State and Regional Associations

ALBERTA ALLEN, *St. Louis*
Women Underwriters

HERBERT G. BEHAN, *Hartford*
Agents Compensation

CLARENCE E. PEJEAU, C.L.U., *Cleveland*
Cooperation with National Association of Insurance Agents

HAROLD B. RUHL, C.L.U., *Detroit*
Dr. S. S. Huebner Testimonial

KENNEY E. WILLIAMSON, C.L.U., *Peoria*
Vice Chairman, General Agents and Managers

JOHN W. YATES, *Los Angeles*, National Trustee
Chairman, Life Insurance Information

MERRILL H. BOWLES, C.L.U., *Bangor*
National Council Meetings

CHARLES L. SCOTT, *Kansas City*
Special Radio Project

The Company is proud of this representation and also of the large number of its agents who are officers in state and local underwriters' associations or who are otherwise helping to maintain the high standard of life insurance business through their activities in these organizations.

Massachusetts Mutual
LIFE INSURANCE COMPANY
Springfield, Massachusetts
Bertrand J. Perry, President

FOUNDED A.D.1792

Insurance Company of North America
1600 Arch Street
Philadelphia

PLEASE REFER REPLY TO
DEPARTMENT

CAPITAL \$12,000,000
CABLE ADDRESS
"NORANA" PHILADELPHIA

We invite you to visit us

Insurance Company of North America extends a most cordial welcome to the delegates to the National Association of Life Underwriters Convention. Our city has been signally honored by its selection for your meeting; we feel your choice is most appropriate, for Philadelphia's early history is closely identified with the development of insurance in its various branches in this country. The first fire insurance company in America, The Philadelphia Contributionship, was founded in Philadelphia in 1752 by Benjamin Franklin, and the second, the Mutual Assurance Company, was organized here in 1784.

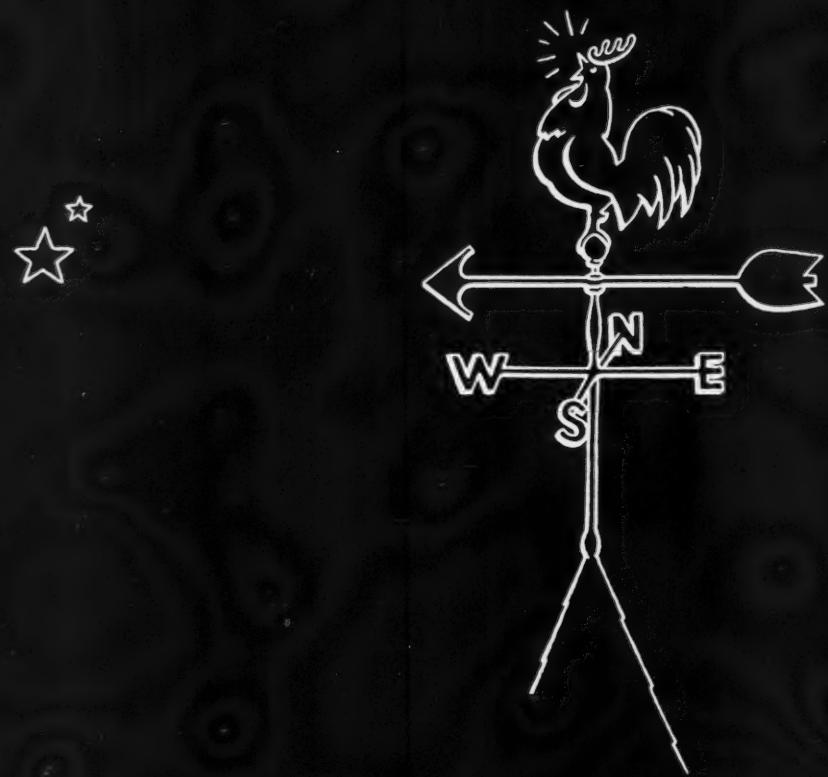
Insurance Company of North America, the oldest American fire and marine insurance company, was founded in Philadelphia in 1792, in the very room in Independence Hall where, sixteen years before, a group of patriots risked their fortunes and their lives by signing the Declaration of Independence. You will undoubtedly want to see Independence Hall and the world-famous Liberty Bell while you're here, for these shrines of liberty take on new significance during these troublous times.

We are sure you will also enjoy seeing the large and extremely interesting collection of old fire relics maintained by us in our offices at 1600 Arch Street. These relics have been gathered through the years, many dating back to Colonial times. The collection includes models of the quaint hand-pump engines used by volunteer firemen of early American days, the crude hose and leather buckets with which they fought fire, and, as well, the resplendent hats, gaudy capes, huge engraved belts and horns with which they fought for the admiration of the populace. We have had printed a seven color map of Colonial Philadelphia showing the origin of the Volunteer Fire Departments; also a book on early American Fire Marks which you will find interesting and informative. Copies of the map and the book may be had on request at the time of your visit.

Cordially yours,

John O. Platt

John O. Platt
President



Horace Greeley WAS right!

TEN DOLLARS PER MONTH PERMANENT TOTAL DISABILITY
INCOME PER THOUSAND...FOR MEN AND WOMEN

FAMILY INCOME RIDER WRITTEN ON TERM INSURANCE

ACCIDENT AND HEALTH INSURANCE...COMMERCIAL,
INTERMEDIATE, AND IN COMBINATION WITH LIFE

SUBSTANDARD POLICIES WRITTEN ON TERM PLANS ALSO

Occidental Life
LOS ANGELES

☆ "THERE'S A STAR IN THE WEST"

Face Vital Issues in Philadelphia

Zimmerman Gives Preview of Agents Compensation Report

Annual Report of the President is of Absorbing Interest

A preview of the probable report on agents' compensation by the joint committee that has been pondering the question for the past year was given by C. J. Zimmerman in his presidential message. The committee, consisting of representatives of the Life Presidents, Life Agency Officers, actuarial bodies, Sales Research Bureau and N. A. L. U., will make its report at the Research Bureau-Agency Officers' convention in October.

The report, according to Mr. Zimmerman, will probably recommend some slight reduction in first year commissions, an increase in the second and third year renewal commissions, a non-vested service and conservation commission from the fourth to the tenth year inclusive and a permanent reduced service commission after the tenth year, payable as long as the policy is premium paying.

The committee probably also will recommend some satisfactory form of contributing pension plan guaranteeing an adequate retirement pension at 65, as well as some form of added compensation for the new man in his early years.

To Study Recommendations

Companies will be invited to study the recommendations, search for flaws, make modifications and then proceed to make the necessary changes. The National association, he said, can do much toward securing the adoption of a revised method of compensation if it approves of the recommendations of this committee by indicating its approval and insisting upon action.

Although this portion of the address was of supreme interest to the conventioners, the entire address was of absorbing interest. It was very long but it was not padded. Mr. Zimmerman spoke in the utmost candor throughout of the events and issues of the year that have crowded into the field of life insurance. He covered the TNEC hearings, social security legislation. He touched upon the vital matters of agency turnover, average earnings of agents. He brought out into the open the whispers occasionally heard that the N. A. L. U. is dominated by general agents and managers to the disadvantage of the personal producer and he undertook to silence that kind of talk with finality.

Mr. Zimmerman said he has traveled more than 65,000 miles, visited more than 80 state and local associations in 45 states, made more than 300 talks to insurance groups and to the public.

Saw Need of Personal Contact

Mr. Zimmerman said he felt it imperative that he present to agents throughout the country the problems and challenges which confronted them, to explain the course of action being pursued by

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Presides at Big N. A. L. U. Gathering



CHARLES J. ZIMMERMAN

Connecticut Mutual Life, Chicago, President National Association
of Life Underwriters

Field Secretary To Be Employed By N. A. L. U.

Employment of a field secretary by the National Association of Life Underwriters was authorized by the trustees at their meeting Sunday. In so doing they approved the recommendation of the committee on headquarters organization of which Earl Colborn, Connecticut Mutual, Rochester, N. Y., is chairman. That committee had its session Saturday. A committee was appointed to select a man. It was instructed to proceed with the utmost deliberation in order to get a man with the combination of experience and talents that is essential to the performance that the trustees have in mind.

Although a by-product of the work of the field secretary is expected to be increased membership, it is emphasized that this new step is not primarily intended to achieve that objective. He is to be a consultant for local associations

(Continued on page 15)

Interest Keen In Elections and Choice of '41 City

Interesting competitive situations exist in Philadelphia in connection with the election of new National officers and trustees and with the choice of the 1941 convention city. The national council does not meet to vote on these questions until Thursday afternoon, hence the campaigning is extending almost for the duration of the convention. The nominating committee, headed by N. Baxter Maddox, Connecticut Mutual, Atlanta, reportedly has not yet reached final decisions. It is scheduled to have its last meeting Thursday noon and the verdict may not be known until then.

Harry T. Wright, Equitable Society, Chicago, will be advanced to the presidency and John A. Witherspoon, John Hancock, Nashville, will be named for vice-president. Interest is, therefore, centered in the race for the position of secretary. Grant Taggart, California-

(Continued on page 16)

Leaders Display Mood to Act at National Rally

First General Convention Session of N.A.L.U. Offers Outstanding Features

The Philadelphia convention of the National Association of Life Underwriters, which has now ended its first day of general sessions, will be remembered perhaps as the one at which more problems of far reaching importance were posed and at which a disposition to take action of significant proportions was manifest than at any such gathering in the past. The main body of conventioners are not able to see the amount of intense concentration on these problems that takes place at the dozens of working sessions of the trustees, national council, and committees that are held at all hours of the day and night commencing Saturday before convention week. However, in the message of President C. J. Zimmerman delivered at the opening session Wednesday morning, the rank and file did get an appreciation of the scope of the questions with which the national leaders are dealing, including the TNEC-SEC situation and all the other points of impact of Washington upon the insurance industry, the matter of a reformed method of agency compensation and other underlying issues.

The local arrangements for a convention have never been better. They reflect a year of careful preparation on the part of the Philadelphia convention workers, headed by Millard Orr, general chairman. Not only are the mechanics flawless in detail, but there are some unprecedented touches such as the \$2,500 worth of door prizes, including an automobile.

Innovations in Philadelphia

In addition to the dozens of gatherings other than the main convention sessions that have come to be an established although an always bewildering pattern there are some innovations in Philadelphia. There is, for instance, the magnificent testimonial for Dr. S. S. Huebner, president of the American College of Life Underwriters and No. 1 life insurance educator, Thursday evening. There was the dinner Monday evening for officers and trustees of the National Chapter C.L.U. and for officers and directors of local chapters. There was the luncheon of the committee of the Life Agency Officers Association Tuesday, at which decision was made to proceed in cooperation with a group of university men to establish a two-year college course in life insurance with the companies providing a year's employment to graduates at a living salary in home office or field.

The committee on headquarters organization headed by Earl Colborn, Connecticut Mutual, Rochester, N. Y., held forth last Saturday and decided to recommend employment of a field secretary, a decision that was ratified the next day by the trustees. The committee also heard from Mrs. John Boyle, Minnesota

(Continued on page 12)

Holgar Johnson's Talk on Institute Is Council Feature

Operation of New Public Relations Agency Attracts Special Attention

Aside from the discussion of the question of agents' compensation, interest at the morning session of the national council Monday was centered in the talk by Holgar J. Johnson, president of the Institute of Life Insurance. Mr. Johnson, one of the most popular presidents the National association has ever had, was given a great ovation when he took the platform to tell of the institute's activities.

He spoke in the first place of the intangibles in its work, stressing the making of contacts with newspapers and magazines, to give them a better knowledge of life insurance and also to build confidence, so that they will turn to the institute as an authoritative source of information.

Misinformation Breeds Criticism

He asked that press clippings unfavorable to life insurance be sent in to the institute. Most of them, he said, are based on misinformation or incomplete information and if the proper kind of letter is written to the editor the situation often can be corrected. However, he said, when a criticism is justified, "we must take it on the chin and recognize it."

Referring to the newspaper column, "Hindsight and Foresight," which is being widely distributed throughout the country, he said it has two main purposes—to give the public a better understanding of the insurance it owns and to give the agent greater prestige.

Letters from Column Readers

Many hundreds of letters have been received from policyholders as a result. They usually inquire as to what should be done with the insurance they now have, as to distribution of proceeds, etc., and what kinds of policies should be bought in the case of new purchases. There were virtually no "crank letters" and very few that were critical of company action. No letters of that sort have been turned over to the companies unless with the writer's permission, and none at all to agents, although some are of a sort they would be very glad to have. An analysis of the apparent financial status of the writers, as indicated by the letters themselves, places 80 per cent of them in the good or average classes, against those that might be graded as poor.

(Continued on page 46)



Convention banner across Broad Street, with City Hall in background.

Connecticut Mutual Fetes President Zimmerman

One of the most enjoyable social hours of the convention was the reception for President C. J. Zimmerman, given Monday afternoon following the national council meeting by three Connecticut Mutual officers: President James Lee Loomis, and Vice-presidents Peter M. Fraser and Vincent Coffin. It was a fraternal period that lingered on beyond the closing hour mentioned in the invitations. Background music was played during the reception.

Connecticut Mutual, Wednesday evening, is giving a dinner for its people with an anticipated attendance of about 125. President Zimmerman will be the guest of honor.

Others from the head office in attendance at Philadelphia are Dr. Albert Hills, supervisor of applications; G. F. B. Smith, assistant vice-president; Raymond W. Simpkin, and Fred O. Lyter, assistant superintendents of agents, and Roy C. Berger, editor of publications.

Poindexter Family Famous

Clarence H. Poindexter, general agent of the Northwestern Mutual Life in St. Louis and dean of the Poindexter family, well known in life insurance circles in the central west for nearly half a century, was an early arrival. Three generations of Mr. Poindexter's immediate family are now in active life insurance work, as well as numerous collateral members of the clan.



As the mercury outside stood at 81: the trustees in session. Paul Sanborn, Connecticut Mutual, Boston, speaking.

Equitable of Iowa Group Includes 34 Qualifiers

A delegation of 15 general agents and 19 agents of Equitable Life of Iowa are attending the convention as guests of the company. These men qualified for the trip under the terms of an offer of several years' standing to Equitable representatives who meet certain production club requirements by Aug. 30 of each year. This is the largest group ever to qualify for N.A.L.U. honors. The delegation is accompanied by a group of home officials headed by Ray E. Fuller, superintendent of agencies.

Two informal Equitable meetings are being held. A luncheon was held Monday and a reception is being held prior to the President's Ball, Wednesday. In addition to the qualifiers just about an equal number of Equitable agents and general agents are in Philadelphia as delegates of local associations, and many Pennsylvania agents are present for at least part of the sessions.

One of the agents to earn the trip was C. J. Amstutz, Cleveland, who will receive his C.L.U. designation at this time.

Julian Price Is Host

Thursday evening, President Julian Price will be host to a dinner for Jefferson Standard agents in the Green Room of the headquarters hotel. E. C. Klingman and Karl Ljung, superintendent of agencies, will assist Mr. Price. W. H. Andrews, Jr., home office general agent and National association trustee, will be present.

Bieriger Heads Illinois Group

The Illinois association is well represented with President Francis Bieriger, Connecticut Mutual general agent, Rockford; A. E. McKeough, Chicago, vice-president; B. J. Stumm, Northwestern Mutual general agent, Aurora, past state president, and T. A. Lauer, Northwestern Mutual Life, Joliet, on hand.

Harvell Invites Tydings

Carl Harvell, Wilmington, Del., Prudential manager, and a close personal friend of Senator Millard E. Tydings of Maryland, was instrumental in persuading the senator to take time out from his important legislative duties to speak at the Thursday morning session.

The Life Advertisers Association cooperated in handling publicity for the gathering with Nelson A. White, Prudential Mutual Life, as its representative.

Promises Action Soon on "Reform" of Agents Compensation

Ray Hedges Gives Hard Hitting Report for Important Committee

Promise that action will be forthcoming within 30 days in the direction of "reform" of the system of agents compensation was given by Ray Hedges, Ohio National Life, Cincinnati, secretary of the National association, in his report to the national council meeting Monday as chairman of the committee on the subject. He was referring to the fact that the joint committee that has been studying the question for a year will make a report at the convention of the Life Agency Officers-Research Bureau this fall. He revealed what some of the recommendations of that committee will be, covering much of the same ground that is covered in the message of President C. J. Zimmerman.

The topic stirred up much discussion at the council meeting. It also was quite hotly debated at the trustees' meeting Sunday.

Mr. Hedges declared that the recommendations "originate from the bottom up." "They represent the attitude of the field men, as it has been visualized by your committee; they represent what the producing agent wants today."

Results of Questionnaire

Mr. Hedges reported some of the facts that were elicited in a questionnaire that was sent to all members of the National association earlier this year. From the answers the committee made a survey on the question of what agents are earning now and what ideas they have about future earnings, including retirement plans.

Men entering the business, he reported, take a loss in income received during their first four or five years compared with their previous earnings. It takes almost 25 years for the ordinary producer to reach his peak in income, including renewals. More than 44 per cent of those reporting got all of their 1938-39 income from their own company. The ordinary agent received more than 75 per cent of his income from his own company, 10 per cent from other life companies, 5 per cent from the general insurance business and 10 per cent from outside sources. Mr. Hedges remarked that the TNEC study of earnings ignored the 25 per cent received from sources other than the agent's own company.

Of the ordinary agents replying to the inquiry, 33 per cent earned less than \$2,000; 55 per cent less than \$3,000 and 70 per cent less than \$5,000.

Company Pension Plans

An overwhelming number favor a company pension plan for agents. Ordinary agents were 14 to 1 for it; industrial agents more than 100 to 1; managers 29 to 1 and general agents 58 to 1.

Of those replying 29.3 per cent stated that their companies already had established some form of pension plan, but this was due mainly to the replies from industrial agents. Eighty-two per cent of the ordinary agents and 89 per cent of the general agents have no sort of company retirement plan, although some of the companies do have pension plans for other employees. The ordinary agent, Mr. Hedges charged, is slighted when it comes to company retirement provisions and he does not qualify for social security.

Of the company pension plans now in force about half were on a contributory basis and half on a non-contributory. (Continued on page 38)

Million Dollar Producers in Session

Tells of Working Up Big Case from Cold Approach

Wealthy Woman Interested in Tax Exemption Angle, E. M. Lillis Found

How he worked up a large case from virtually cold canvass was described by E. M. Lillis, Northwestern Mutual, Erie, Pa., at the Million Dollar Round Table. The prospect was a woman of means whom Mr. Lillis described as Mrs. John Doe. The only introduction that preceded his telephone call asking for an appointment was some tax literature and other premailings over a period of a few months. When he telephoned Mrs. Doe said she was not interested in life insurance so Mr. Lillis made his appeal on the basis of tax savings and exemptions. This got a reluctant consent for an appointment.

Describing the interview, Mr. Lillis said:

A chart was shown whereby the individual could determine the amount of federal estate and Pennsylvania inheritance taxes together with the approximate other expenses incidental thereto.

A discussion was had for some time about conditions, the depression and the tax situation which lead to the available exemptions for each individual. This included the making of gifts which would reduce the estate and thereby reduce the tax. The \$40,000 estate exemption was also discussed. This also led me to the amount of life insurance that is exempt only to learn that the prospect had no insurance. Mrs. Doe was rather surprised to learn that an exemption of \$40,000 was available to everyone and further surprised to learn that any insurance that one might own upon her life is no part of her taxable estate.

Prospect Feared Inflation

The prospect again reiterated that she was not interested in life insurance because of inflationary fears. I then asked if she were not more fearful and concerned about the deflation that had already taken place than any inflation that might possibly come. She was unaware of any deflation that had taken place in her estate. I asked if it were not true that her estate, in the event of her death, would be much less than before June 25, 1940. After another look at the tax chart she said yes. I explained that there had been four deflationary moves made on her estate since 1932 and gave each one of the tax rate increases with illustrations; also there had been many interest reductions on moneys which she had to invest. Mrs. Doe agreed there would be much less for her family, which obviously is deflation when an estate will not provide as much as it had.

Didn't Like Examinations

Mrs. Doe agreed with the deflation that had taken place and then stated that she was no longer interested in increasing her estate, as it would only be taxed; to which I agreed that it was not my purpose to increase her estate but to exchange the identity of some of the assets in it and gradually place them in life insurance which would give her an additional exemption, thereby saving considerable money.

I then suggested that she see our doctor, which received an immediate reply that she did not like to have examinations and if there was anything wrong she did not care to know it. I then as-

(Continued on page 39)

How Millionaire Writes Large Number of Cases

No matter how well a person is organized, and how well he plans, it still takes a lot of time and work to close a great number of cases year in and year out. Oscar E. Carlin, John Hancock Mutual Life, Columbus, O., declared in a talk before the Million Dollar Round Table.

Mr. Carlin has been particularly successful in writing a large number of cases. In his talk he covered four main points: Getting leads, making contacts and approaches and presenting "an idea that sells it." Each step, he pointed out, is nothing but simple, common-sense organization and specialization.

Natural Resources for Leads

"My natural resources for leads are directories, such as doctors, teachers, state employees, income tax lists, centers of influence, companies which hire new employees or make promotions seasonally, lists of graduates, etc.

"After I obtain all of the usual information on these leads, I arrange their cards by classifications in what I call my 'hopper.' My prospect cards constitute my processed raw material, and it is now ready to be run through the mill.

"After I survey each classification of cards for its possibilities, I set a volume quota which I must produce from each particular group, and set a date when all cards must have passed out of the hopper and through the mill. While it's often difficult, I complete a particular classification by the date I have set, because my next group of prospects is ready for the hopper at that time. It may be of interest to you to know that I have never yet fallen short of the quota set for a particular classification, and this has made it possible for me to increase my production each successive year since I have been in the business.

"In advance of my personal call I send a letter, and sometimes a series of letters, designed for the particular classification in which my group of prospects falls. This not only prepares them so that they will quickly and favorably recognize me when I call, but it also gives them an opportunity to discuss me and my propo-

sition among themselves. I always enclose a return card with my letter, and I receive a surprising number of replies. These, of course, are the first ones I call on in a given group, and, as a rule, I write practically all of them. They immediately become my centers of influence for this group.

"In order to conserve my time and that of my prospect, I use the telephone for making appointments. I have a standard telephone approach.

Paves the Way for Call

"When I get in the presence of my prospect, he knows something about me and why I am there because I have paved the way with my direct mail and my telephone approach. I am, however, still a stranger until I have established mutual friends or interest. This I do as quickly as possible, and I find that in so doing my prospect will take me into his confidence and tell me of his problems much more freely.

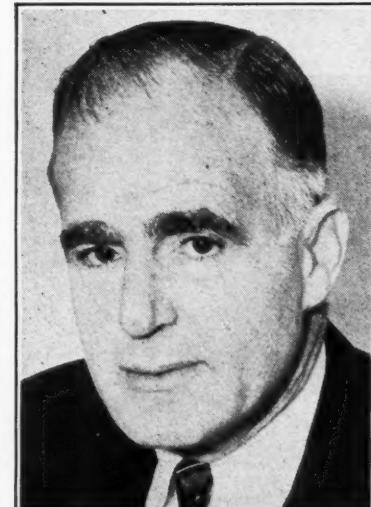
"Frequently I show my prospect a long list of my policyholders. Invariably he is acquainted with a number of them. I never put a policyholder on this list until I have asked him for the privilege of using his name as a testimonial. Immediately following this list I carry in my portfolio some unusual testimonials showing life insurance at work, which get the interest of my prospect and hold it. All of these testimonials I have secured from my own policyholders, and they are so arranged that in going through them we, together, indirectly uncover and solve the problems of my prospect. I find that this indirect selling is more effective on a first-interview sale than the direct method of presentation.

Seeks Most Important Need

"During the process, although several needs may be uncovered, I try to discover the one which seems most important in his mind. It may be that he is impressed by the economic value of his life which has never before been called to his attention in so forceful a manner. I stress the fact that through

(Continued on page 39)

Million Dollar Round Table Chiefs



HENRY G. MOSLER, Los Angeles
Retiring Chairman



H. KENNEDY NICKELL, Chicago
New Chairman

Round Table Names H. K. Nickell as Its New Chairman

Six Members Describe Big Tax Cases—Discuss Estate Problems

At the annual meeting of the Million Dollar Round Table, Tuesday, with about 75 of the 154 qualifiers in attendance, the largest number for several years, H. Kennedy Nickell, Connecticut General Life, Chicago, was elected chairman for the coming year. His associates on the executive committee are Robert P. Burroughs, National Life of Vermont, Manchester, N. H., and Ron Stever, Equitable Society, Pasadena, Cal.

H. G. Mosler Presides

The meeting started as usual with a breakfast, at which Chairman Henry G. Mosler, Massachusetts Mutual, Los Angeles, who is now on active service as a lieutenant commander in the United States Navy and was on leave from his duties in Washington, D. C., presided. Seated at the head table were the presidents of the Philadelphia life companies, including John A. Stevenson, Penn Mutual; M. A. Linton, Provident Mutual; W. L. Talbot, Fidelity Mutual; Clifton Maloney, Philadelphia Life, and Dr. Alexander Mackey, Presbyterian Ministers' Fund; Dr. S. S. Huebner, president American College of Life Underwriters; C. J. Zimmerman, president National association; C. B. McPhail, president Canadian association; Holgar J. Johnson, president Institute of Life Insurance, and Berenice Meistroff, chairman Women's Quarter Million Dollar Round Table, all of whom were introduced, as were the trustees of the National association who had a special table.

Eight Former Chairmen Present

Eight former chairmen of the round table were present and were introduced, including Paul F. Clark, John Hancock Mutual Life, Boston; W. M. Duff, Equitable Society, Pittsburgh; George E. Lackey, Massachusetts Mutual, Detroit; M. J. Donnelly, Equitable Society, New Castle, Pa.; T. M. Scott, Penn Mutual, Philadelphia; H. T. Wright, Equitable Society, Chicago; Grant Taggart, California-Western States Life, Cowley, Wyo.; Jack Lauer, Cincinnati, and Paul C. Sanborn, Connecticut Mutual, Boston. Chairman Mosler also introduced the members of the round table who had qualified for the first time this year, paying especial tribute to Mrs. Sis Hoffman, Union Central, Cincinnati, the only feminine member this year, and those who had just qualified as life members.

Statistics on Millionaires

Some interesting statistics as to the personnel and production of the round table were then presented by Chairman Mosler based on 112 replies to a questionnaire.

Total membership of the Million Dollar Round Table for 1940-41 is 151. Fifty-one men of this organization wrote \$1,000,000 last year, irrespective of their classification. The total production of this latter group was \$57,978,422. Of the total group of 151 members, 24 were qualifying members, 27 were life and qualifying members, and 100 were life members.

The average age of this group is 45½ years; 98 are married, 9 are single, and 5 did not reply. They have been in the

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Agency Heads Hold Valuable Parley

Quiz Panel Is Feature Of Managers' Session

Interrogator — Manuel Camps, Jr., John Hancock Mutual, New York; panel members — William A. Arnold, 2nd, Penn Mutual, Harrisburg; Lynn S. Broaddus, Guardian Life of New York, Chicago; H. Kenneth Cassidy, Pacific Mutual, San Francisco; Wilbur W. Hartshorn, Metropolitan, Hartford; E. Thomas Proctor, Northwestern Mutual, Nashville; R. Barney Shields, Great National, Dallas.

CAMPS: When does recruiting first cease to become a problem and become a process?

ARNOLD: To me, recruiting and building new organization is always a problem. When it becomes a process, and occasionally I find that in my particular situation it develops in that direction, then I begin to slip. However, recruiting cannot be successful unless a definite process is incorporated in agency management plans: a process for securing leads, a definite process and plan for interviewing prospective agents, proper selection methods, adequate simplified training, organized and systematic early supervision.

This is my process of recruiting, and even though it is followed religiously month in and month out, securing new men and developing them into stable factors in my organization is a real problem.

CAMPS: What is the difference between coaching and training?

HARTSHORN: Since coaching is a part of training, I cannot see why a distinction should be made. Coaching is of two types: (1) drill in the office; and (2) demonstration, observation, and correction in the field. To my mind, no training program is complete without office drill and field coaching. Experience has shown me that it is impossible to train a man in the office. The education arrived at through drill in the office is only of value when it is actually put to work in the field. It is the job of the manager or assistant to carefully demonstrate correct methods to be used in the field. Then, the new man must be coached in the correct use of these suggested methods. A good coaching job is the backbone of a sound training program.

CAMPS: What are your sources for obtaining a recruit? What is the best source?

SHIELDS: I might say, first, that 80 per cent of our present agency organization comes from salesmen in other lines of business. We have two main sources

from which we obtain these recruits. The first is through the present agency organization; the second is through centers of influence or nominators. Almost every one of our present agents were secured through these two sources. As to the best source as far as we are concerned, it has been through our present agency organization. Most of the best producers in the organization were brought into it by some one of the other agents. One agent in particular has been responsible for two of our best salesmen in the last two years. To put it in his own words—"You tell me when you want them, and I'll get them."

CAMPS: Do you advocate the use of contests for production?

PROCTOR: We emphatically do, but not too frequently. Our experience has led us to prefer a comparatively short contest two or three times a year to contests that run for the entire year. A contest is of no advantage unless it stimulates the rank and file of the agency to greater effort during the contest period and for this reason great care must be exercised in scoring the contest so that each man in the agency will have a chance to win if he puts forth enough extra effort.

May I tell you about a contest that we have been running for seven years with increased interest every year: Down our way the sun gets pretty hot in June, July and August, and it's mighty hard to get a lot of activity from the agents. This may be the reason that my company operates in only four southern states. Seven years ago the four general agents of these southern states got together and organized the Southern Feud, which is a contest that runs from the first of June to the first of September. The contestants in each agency are ranked according to their lives, according to volume and according to percentage of quota paid for. The men having the highest cumulative ranks are the winners. This method of scoring makes it impossible for a man to win with one big case since, although his volume and percentage of quota might be high, his rank in lives would be low enough to eliminate him. The leader in my own agency this year was second in lives, second in volume and first in percentage of quota, and this gave him a cumulative ranking of five. The next man was third in lives, third in volume and second in percentage of quota, with a cumulative ranking of eight, and the third man was first in lives, and first in volume, but was

Quiz Interrogator



MANUEL CAMPS, JR., NEW YORK
John Hancock Mutual Life

Diversified Card Is Presented At Full Day Meeting

Playlet and Panel Feature Proceedings Tuesday With 400 Attending

A diversified program was presented at the all-day meeting of the General Agents and Managers Section, Tuesday, with attendance numbering about 400. The feature of the morning session was a playlet staged in really dramatic style, called "The Trial of John Q. Agent," and the entire afternoon session consisted of a panel discussion in which a wide variety of practical points in agency operation were treated.

Roos Wallis conducted the awarding of door prizes, the winners being Walter Woodruff, Fitchburg, Mass.; S. F. Campbell, Baltimore, and Arthur V. Youngman, Mutual Benefit, New York.

John A. Witherspoon, John Hancock, Nashville, was in general charge of the proceedings in his capacity as chairman of the managers' section.

Panel Discussion Pointed

At the afternoon session a panel of six agency heads contributed to a discussion in an adaptation of the inevitable "Answer Please" scheme on various practical aspects of agency operations.

The questions and answers had been prepared in advance. Although this to an extent detracted from the spontaneity of the hour, it did ensure that each participant treated his subject in coherent and pointed style.

Playlet Is Big Feature

The Philadelphia association's widely publicized playlet was presented in a very realistic courtroom setting and when Chairman Witherspoon announced that the play would be without benefit of microphones the audience surged forward to fill up the seats in front that for some reason are always left vacant. The presentation was fully up to the advance publicity. Though humorous in spots, the theme of the play was intensely serious, the accusation against Mr. Agent being "malfeasance, misfeasance, and non-feasance," with the result that one of his policyholders died while his insurance affairs were in a mess.

The verdict of guilty was based on proof that Mr. Agent had sold as much life insurance as he could, without worrying about how it was arranged or how

(Continued on page 41)

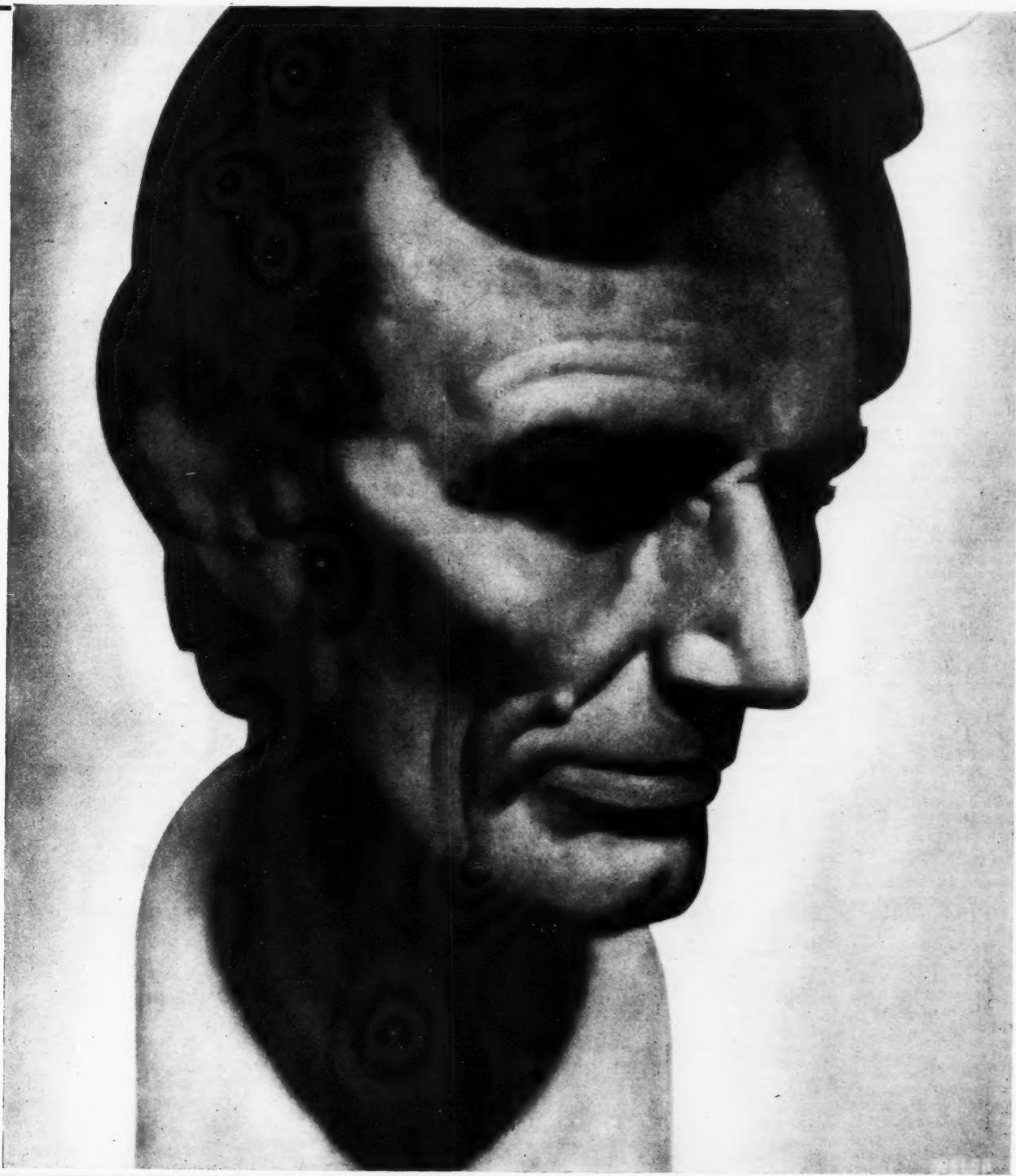


W. A. Post, assistant manager Connecticut General Life, President Detroit Association, and Donald Machum, general agent Manufacturers Life, president Life general agents-managers' association of Detroit; O. D. Douglas, Lincoln National Life, San Antonio, trustee, and Harry T. Wright, Equitable Society, Chicago, vice-



president National association; Elles M. Derby, former executive manager New York City Association, now vice-president Life Extension Institute; Walter Barton, president, C. B. Knight agency Union Central, New York City, and Judd Benson, Union Central, Cincinnati.





GREETINGS

THE
**LINCOLN NATIONAL LIFE
INSURANCE COMPANY**

FORT WAYNE

INDIANA

Select Group of Women Leaders Holds Session

To the four past chairmen of the women's quarter million dollar round table was assigned the job of presenting one of the most stimulating programs that body of leading women agents has heard in the five years since its inception.

Berenice Meistroff, Guardian Life, Kansas City, as presiding officer this year, called in turn upon Corinne Loomis, John Hancock, Boston; Sara Frances Jones, Equitable Society, Chicago; Helen Rockwell, National Life, Cleveland, and Helen Summy, Equitable Society, St. Joseph, Mo., who in turn called upon their own panel of speakers further to illustrate and develop the main themes of the session: the pre-approach, investment insurance, and its uses today, tax savings through insurance and "Selling On Main Street."

But before launching into these discussions, Mrs. Meistroff called upon Miss Rockwell, as head of the nominating committee, to announce her slate for next year. The following names were presented and unanimously elected: Edna G. Duschnes, Massachusetts Mutual, New York, chairman; and these to serve on her executive committee: Berenice Meistroff; Elsie Matthews, New York Life, Newark; Helen Zepp, Equitable Society, Chicago; Muriel F. Briggs, Southland Life, Dallas. It was mentioned that Miss Duschnes is ill and may not be able to assume her new office.

Sixteen Members Attend

Thanks for their untiring efforts in behalf of this year's sessions were extended by Mrs. Meistroff to her four main speakers, Miss Summy, Miss Rockwell, Miss Loomis and Miss Jones, with a plea to all quarter millionaires that they answer all correspondence in the future much more promptly. Dues, Mrs. Meistroff declared, do not begin to cover the expenses and sometimes as many as 15 letters are sent to one person without response on her part.

Sixteen members assembled for the round table discussion and Mrs. Meistroff stated that general financial conditions and more stringent rules have limited the number who now qualify. Membership now is about 40.

Miss Loomis, first chairman of the quarter million dollar group, had as her subject "Preapproach" and on her panel were Dorothy S. Briggs, National Life, New York; Edith Logan, John Hancock, and Gertrude Brandwein, New York Life.

"Your sale is made or lost of your own preparation," Miss Loomis declared. "Our job means getting attention, holding it, and then getting action." Outside activities engaged in will put the agent in touch with those on the economic level she wants to contact, Miss Loomis said, urging her listeners to gain friends through playing golf and other sports, bridge, etc.

Dorothy Briggs, a tournament golfer, further emphasized Miss Loomis' point that proficiency in sports gains friends and adds prestige. "Extra-curricular activities are a springboard for prospecting," Miss Briggs said.

Zimmerman Brings Greetings

At this point the discussion was halted while C. J. Zimmerman, president of the N.A.L.U., extended greetings and congratulated the women on the increasingly important place they have earned in the ranks. He declared this group lent incentive and enthusiasm to others in qualifying in production and helping solve many problems in the business.

"You are leaders or you wouldn't be here," he declared.

Sara Frances Jones had as her subject: "Investment Insurance and its Uses in the Present Day Economic Set-



Some of the past and present chairmen of women's committees and women's Quarter Million Dollar Round Table since 1936: front row: Alice Roche, Provident Mutual, Philadelphia; Beatrice Jones, Equitable Society, New York City; Sophie Bliven, Penn Mutual, Philadelphia, and Helen Summy, Equitable Society, St. Joseph, Mo. Back row: Marie B. Parker, Equitable Society, Denver; Helen G. Stewart, Penn Mutual, Philadelphia; Elsie Ullrich, Fidelity Mutual, Philadelphia, and Berenice Meistroff, Guardian Life of New York, Kansas City.

Lawrence Simon Reveals Keen Selling Devices

Lawrence E. Simon, general agent for Massachusetts Mutual Life in New York, was the first speaker on the main convention program to give a talk on life insurance selling. He gave his address Wednesday morning following the message of President Zimmerman.

It was a most practical, sparkling message, in which advice on selling technique was supported by illustrations in dialogue fashion. Mr. Simon is famed for his keen prospecting and selling devices and he revealed many of them in his convention address, which was as follows:

"We have learned that the one indispensable rule for success in selling life insurance is for the agent to tell his story to at least two or three real prospects every day. Therefore, our first task is to form the right prospecting habits so that we will always have enough prospects to call upon. Good prospects rarely spend their time looking for us, therefore we must be constantly searching for them.

"Here are a few of the methods we use in our agency for securing new prospects: first, we all know that our old policyholders can be a wonderful source of new prospects. Then there are the brothers and brothers-in-law of new applicants. Then we secure what we term specific prospects. I mean by that that

up," and those on her panel included Lillian Joseph, Home Life, New York; Martha Curtis Fray, Equitable Society, Kansas City, "second highest producer in her agency today," and Elsie Matthews.

"What we all most long for is peace and security," Miss Jones asserted, "and life insurance is the one thing that guarantees safety of principal and renders the spirit as well as the deed of trusteeship."

Contact Investment Brokers

"Get to know the trust department of your bank," Mrs. Fray suggested, "study investment contracts and combinations of contracts offered by your own company. Get acquainted with investment brokers and find out a lot on the listening end."

Lillian Joseph, a charter member of the group, discussed the condition of the investment field today and declared that

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frequently one of our agents will know that his prospect knows a certain Mr. Jones. He may have overhead his prospect refer to Mr. Jones in his office, may have heard him speak to Mr. Jones on the telephone. The next time he calls at his prospect's office, he will have a list of four or five names written down; amongst them will be the name of this same Mr. Jones, and the agent will say to his prospect, 'by the way, Mr. Prospect, do you know any of these men?'

"When he looks over the list and Mr. Prospect says, 'Oh, yes, I know this fellow, Tom Jones. Why do you ask?' Our agent always says, 'Well, I am trying to meet these men. I am trying to find someone who can introduce me to these men.'

Secure Proper Introduction

"In that way he may secure the proper introduction to Mr. Jones.

"Then we secure a number of new prospects through the use of our audit system. Then there is another method we use, and I can explain it to you best by giving you an illustration. Let's assume that I am in a prospect's office. While I am talking to him, I see a nice looking man outside of his door, or through the glass partition, or even perhaps in the same room. He may look to be a man in good health, a man well dressed and apparently one who has some money. While I am talking to my prospect, on several occasions I will sort of glance up and look at that man, and I do it in such a way I know the prospect to whom I am talking notices me looking at the other man. After doing that three or four times, I interrupt myself to say, 'Mr. Prospect, who is that man out there with the gray hair?'

"He may reply, 'Why, that is our sales manager,' or 'our comptroller,' or 'our vice-president, Mr. Simon.'

"Then I say, 'Is he married?'

"'Oh, yes; he is married.'

Inquires About Residence

"Doesn't he live out on Long Island?"

"No, Simon you have got him wrong. He lives in Jersey."

"Hasn't he got two grown daughters?"

"Oh, no; you have got him wrong. He has a young boy in college. That is the only child he has."

"He must be an important fellow around here."

"Oh, yes, he certainly is."

"You know, Mr. Prospect, he looks

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Launch College Project With Salary For Graduates

Agency Officers-College Teachers Embark Upon Significant Program

A most significant step in the direction of placing life insurance on a par with other far-sighted industries in the estimation of top ranking college undergraduates was taken at a luncheon Tuesday in Philadelphia sponsored by a committee of the Life Agency Officers Association headed by A. E. Patterson, vice-president of Penn Mutual.

A program was decided upon that calls for two years' college training in life insurance and allied courses and the provision on the part of the insurance companies of a year's training on salary in home office or field.

Details to Be Developed

The committee had its first meeting last December. The details of the project will be worked out by a subcommittee together with representatives of the American Association of University Teachers of Insurance. The subcommittee consists of Grant L. Hill, Northwestern Mutual, chairman; O. J. Arnold, president Northwestern National Life, and Cecil J. North, vice-president Metropolitan Life. The teachers' group consists of Dr. Harry Loman, University of Pennsylvania, chairman; Ralph Blanchard, Columbia, and Edison Bowers, Ohio State.

Those attending the luncheon were: Patterson, Loman, Hill, North, Arnold; G. A. Patton, vice-president Mutual Life; J. H. Reese, home office general agent Penn Mutual; J. C. Behan, vice-president Massachusetts Mutual; James A. McLain, president Guardian Life; David McCahan, dean American College; George E. Lackey, Massachusetts Mutual, Detroit; S. S. Huebner, president American College; Julian Myrick, Mutual Life, New York, and J. M. Holcombe, Jr., Sales Research Bureau, who is secretary of the committee.

Extent of Problems

Many problems remain to be solved by the two committees, but the decision to go ahead has much impetus behind it and it appears that action will be forthcoming in due course. The idea is to outline a specific course for the junior and senior years of those electing to embark upon life insurance as a career at that stage in their lives. The salaried jobs will be provided for "at least" a year in the life insurance companies. There will also have to be considerable work in the direction of causing undergraduates to appreciate the opportunities and dignity in the life insurance business.

Mutual Life Contingent Is Largest in History

The largest contingent of Mutual Life representatives to attend an N.A.L.U. convention is at Philadelphia. There are 21 managers on hand. The Mutual Life people will have a luncheon Thursday. The home office is represented by President Lewis S. Douglas, Vice-President G. A. Patton, Superintendent of Agents G. A. Sattem and Assistant Superintendent J. Roger Hull.

Nominators Are All C.L.U.'s

Each member of the nominating committee of the National Association of Life Underwriters is a C. L. U. That coincidence was not realized until Monday evening during the course of a meeting of the committee.



PERSISTENCY OF BUSINESS

When modern policy contracts are skillfully applied to human needs by well trained life underwriters the result is a high persistency of business.

Higher persistency, achieved in this way, has brought greater prosperity to our men; and the measure of their prosperity is the greater prosperity of the Company itself.

This is another of the factors maintained to assure the personal success of our men.

OUR AGENTS GET...

STABILITY *in financial structure of the company.*

TOOLS *and policy forms that are modern.*

TRAINING *that is thorough.*

CONSTANT HELP *from home office and field service.*

CONTINUITY *of Management.*

Kansas City
LIFE
INSURANCE COMPANY
KANSAS CITY
MISSOURI



Lawrence Simon, general agent Massachusetts Mutual, New York City, speaker on the main convention program; and L. F. Paret, general agent Provident Mutual, Philadelphia; O. D. Douglas, Texas general agent, Lincoln National, San Antonio, Tex., National association trustee; Alfred B. Levy, Equitable Society, Philadelphia.

president Pennsylvania association; Ray Hodges, manager home office agency, Ohio National; C. Vivian Anderson, Provident Mutual, Cincinnati, and Judd Benson, Union Central, Cincinnati, discussing strategy in campaign to land 1941 National convention for Cincinnati.

Leaders Display Mood to Act

(Continued from page 5)

Mutual, Chicago, who is crusading for the establishment of an office in Washington of the N. A. L. U. which would strive to ward off blows upon the business that seem to be threatening.

Trustees in Shirt Sleeves

The trustees were in session all day Sunday in shirt sleeves and tackled the many important issues of the day without gloves.

The national council was in session Monday morning and afternoon in what was undoubtedly one of its most vital periods of deliberation. The report of the committee on agents' compensation, Ray Hodges, Ohio National, Cincinnati, chairman, elicited especial interest.

Monday afternoon was held the meeting of the Women's Quarter Million Dollar Round Table and the same group had a dinner meeting that evening addressed by President James A. McLain of Guardian Life. Also Monday evening was held the dinner for presidents of state associations, which has come to be a valued gathering.

Tuesday was an even more hectic day. The General Agents' & Managers' Section had morning and afternoon sessions, with about 400 attending. The Million Dollar Round Table was in session all day and polished off with a cocktail party in the late afternoon. This is a most closely knit group. Out of the association of these men is developing a good deal of joint work on big cases. A man with a special knowledge of one specialty will join hands with a man of another talent. Nearly 50 of the Millionaires enjoyed a preconvention outing that started Friday evening at Seaview Country Club, Absecon, N. J., near Atlantic City. They came into Philadelphia Monday afternoon. The women underwriters, rank and file as well as the big producers, had morning and afternoon sessions Tuesday.

Company Dinners Wednesday

At the suggestion of the Philadelphia committee, most of the companies that are having get-togethers of their representatives arranged them in the form of dinners Wednesday evening preceding the President's ball. There will be some 25 such dinners this evening in the hotels and clubs throughout the city.

The annual dinner meeting of the American College was held Tuesday evening and a Philadelphia special—the dinner of the eastern alumni of Research Bureau schools.

Everyone feels a sense of satisfaction that the meeting is being held in this city, which has such profound meanings for Americans in this day of sinister overtones. Many are sandwiching in individual visits to historic spots as well as accompanying the arranged sightseeing expedition Thursday afternoon.

The general convention session Wednesday morning was particularly well balanced. It offered the important message of President Zimmerman, a sparkling life insurance production talk by Lawrence E. Simon, Massachusetts Mutual, New York, and a gripping talk by an outsider, Lowell Thomas, as well as the colorful opening ceremonies, including the introduction of spokesmen for various other life insurance organizations.

Convention Is Divided

The idea of having just one big meeting where everybody sits and listens to the same thing is old-fashioned, so Wednesday afternoon the convention was divided. Two seminars were conducted concurrently for about an hour and a half and then two more were held, and for good measure at the same time there was given the playlet, "The Trial of John Q. Agent," which was staged the day before at the managers' section meeting. There was a seminar on "Programming," with L. O. Schriver, Aetna Life, Peoria, Ill., presiding; James E. Bragg, Guardian Life, New York, chairman, and Charles L. Kluss, Zimmerman agency, Connecticut Mutual, Chicago, co-chairman. There was one on "Business Insurance," with T. M. Riehle, Equitable Society, New York, presiding, and W. H. Burns, Philadelphia, chairman, and Ralph Sanborn, Connecticut Mutual, Boston, co-chairman.

At the "Work Habits" seminar O. Sam Cummings, Kansas City Life, Dallas, presided. Grant Taggart was chairman. M. Lee Alberts, Equitable Society, Chicago, who was scheduled to perform as co-chairman, was unable to keep the engagement due to the death of his father. C. Vivian Anderson, Provident Mutual, Cincinnati, presided at the seminar on "Privileged Pensions," the chairman being Denis B. Maduro, New York.

The registration early Wednesday morning was close to 1700, which was regarded as very satisfactory.

Concert Opens Session

Music Hall was filled almost to capacity at 9 a.m. Wednesday for the concert by the John Wanamaker Corps of Cadets. The audience was highly appreciative and called for several encores.

Promptly at 9:30 Millard R. Orr, general convention chairman, presented Rev. Alexander Mackey, president, Presbyterian Ministers Fund, who gave the invocation.

Against a background showing Independence Hall, Philadelphia's "Miss Hospitality," in a Colonial costume, then delivered a most gracious message of welcome to the city.

Edward L. Reiley, president Philadel-

phia Association of Life Underwriters, in extending the official greetings remarked that the guests will have an opportunity to honor "one of the most outstanding figures in the history of American life insurance," Dr. S. S. Huebner, and "to receive inspiration from the historic shrines which abound in this vicinity and in which you, as American citizens, have part ownership."

He recalled that in September, 1787, another convention was in session in Philadelphia, whereat was drafted the Constitution of the United States. Philadelphia, he observed, became the city in which American democracy was formally ordained and the first seat of our national government.

"At this particular time when our country needs our most loyal support, it is fitting that we should meet in a city so imbued with the traditions of democracy and so endowed with points of historical significance that it cannot fail to stimulate the patriotic impulses which we individually possess," he asserted.

Miss Hospitality Introduces Guests

The period of greeting was given a new and charming touch, with Miss Hospitality giving the introduction. She had memorized a paragraph or so for each greeter, which she gave most pleasantly. Miss Hospitality introduced M. B. McPhail, president, Canadian Life Underwriters Association, who spoke earnestly in giving greetings from across the border. She then presented M. H. Taggart, Pennsylvania commissioner; Bruce E. Shepherd, Life President Association, and then A. E. Patterson, vice-president, Penn Mutual, and former president National Association, who spoke in behalf of the Life Agency Officers Association. He urged agents to make their problems and wants known to their agency officers.

Then came "your charming and distinguished president," C. J. Zimmerman. At this point there was an awkward touch, with the curtains being drawn together and the "charming and distinguished" Mr. Zimmerman being blotted from view. He scurried around the end, however, and appeared again smiling.

He spoke at this point briefly. Then the curtain again was pulled aside and there were seated at tables en banc the national officers, trustees and the headquarters executives, with the name of each appearing before him on a placard. Mr. Zimmerman had the entire group take a bow. This disposed of the preliminary ceremonies, which were never more colorful nor more artistically staged.

President Zimmerman's annual message was followed with the closest attention because of the importance of the subjects that he treated and because of the clarity and forthrightness with which spoke. Especially interesting was his statement of the probable recommendation to be made by the joint committee that has been pondering the subject of agents' compensation for the past

year. He went into the TNEC investigation and the entire field that has been opened up by the impact of Washington upon the life insurance business. Toward the end of his message he undertook to dispel the notion that is occasionally advanced that the National Association is in the grip of the general agents and managers to the detriment of the soliciting agent. One of Mr. Zimmerman's most telling blows on this matter came in the form of a question: "What could the general agents and managers gain in getting control of the association?" He emphasized the democratic processes that exist in the association setup and he went on to point out that the interests of the agent and the general agent are identical.

Mr. Zimmerman received a superb, prolonged ovation as he completed his message.

The first speech of the convention on a subject of practical value to the salesman in his daily work was given by Lawrence E. Simon. With liberal use of dialogue that gave the talk an exceptionally dramatic quality, he revealed a multiplicity of devices that he has perfected in prospecting and selling. Whenever he gave an abstract suggestion he always supported it with an actual illustration. Many in the audience were seen to jot down points that he brought out. It was a long talk, but there was never a dull moment.

Change C.L.U. Chapter Name

At a meeting of Chartered Life Underwriters Monday night, it was decided to change the name of the National Chapter to the American Society of Chartered Life Underwriters.

College Officers Reelected

At a meeting of the trustees of the American College of Life Underwriters all officers were reelected. Henry E. North, Metropolitan Life, was elected an additional trustee. Benjamin Alk, New York, president, National C.L.U. Chapter, becomes an ex-officio trustee.

Many Detroit Activities

Actual Canadian money was given out as souvenirs by the Detroit association delegates at the women's luncheon Tuesday with the invitation to come to Detroit in 1941—go abroad for a dime—and spend the money. Those who did not receive the souvenir money took away plastic model automobiles. Detroit's Musical Sweetheart, Billie Hammond, was invited by many organizations to play her accordion throughout the day.

E. P. Balkema, president, Michigan state association, and William A. Post, president, Detroit association, are leading a delegation of some 30.

Michigan's Apple Queen distributed 40 bushels of Michigan fruit to the delegates as they left the first general session Wednesday.

Quiz Panel is Big Feature

(Continued from page 8)

two interview plan. Our organized sales talk in prospecting is to assist the agent in developing a center of influence.

CAMPS: Do you have regular agency meetings and at what intervals?

SHIELDS: We have 50 regular weekly agency meetings during the year for all members of the agency, every Monday morning from 8:30 to 9:30. We have been doing this for so many years that it has become an established routine. The attendance on the part of the agents has become a regular habit.

CAMPS: What is one of the best aids in your agency to recruiting?

PROCTOR: One of our best recruiting aids is the tabulation of the earnings of our full-time agents over the previous four-year period. Of course, agents are designated only as Agent A, B, C, etc., and no names are used. We show this tabulation to prospective agents and also to centers of influence whom we wish to use as nominators. Our idea is to impress the prospect with the fact that this is a business in which he is paid all that he earns and that it is possible to earn a very substantial income in it. With the five top men in the agency showing an average income of over \$9,000 per year and only two men with less than \$2,000 per year, we are able to show an average income for all the full-time men who have been working for the four years of \$5,200. We have found that this usually opens the eyes of the average lawyer, banker or doctor whose aid we are enlisting to help us get the right sort of man.

CAMPS: How long a period is the new agent in actual instructive training?

HARTSHORN: Since training is a continuous process, there is really no definite time when training of our new men ends. Personally, I plan during the first year a man is in the business an intensive training with an idea of making him self-sufficient or partially so at the end of that year. Certainly, training during the second year the man is in the business should be of an advanced type. My assistant managers are with agents regularly during the first six months at planned intervals. These assignments last anywhere from one week to three weeks, and during these assignments, the assistant manager has definite plans to follow in his training of the new agent. Frankly, I don't think that the point is ever reached where the training ends, for I have found that observation on the part of the assistant manager or manager of the man actually at work in the field will indicate needs for training.

CAMPS: Do you do definite college recruiting in any way?

ARNOLD: Yes. Each year during May I visit all of the schools and contact with the head of the placement bureau or the president for the purpose of interviewing the best men in the graduating class. In my territory I visit Penn State, Dickinson, Elizabethtown, Bucknell, Franklin and Marshall, Gettysburg, and occasionally I interview someone from Lebanon Valley and selected groups of men from my territory who have attended University of Pennsylvania.

My recruiting effort in this direction is most effective when I arrange a luncheon with the head of the placement bureau for the six or eight leading graduates, based on faculty recommendations. At the luncheon I give a talk on the opportunities in life underwriting and after the luncheon have everyone fill out a questionnaire and then conduct private interviews.

In addition to this, I get lists of college graduates from one or two years ago and circularize these young men with a letter requesting interviews. From my experience, those who have been out of school for one or two years

in some other type of work are usually at the place where they want to consider a business that affords them greater opportunity for advancement and they are always willing to discuss the possibility of making a change.

I must be frank and say that all my college recruiting in the past two years has only been productive of three full-time men but in the past six years I would estimate that 15 to 18 men have been recruited and trained and established in the business.

CAMPS: If you or your supervisor do joint work with your new agent, do you split commissions?

BROADDUS: We do joint work, but we have never split commissions. We give the agent full credit for volume, first year commissions, and renewal commissions. This plan seems to have merit, but we often wonder if it is correct.

CAMPS: Do you finance old men and on what basis?

PROCTOR: Who doesn't? We would like to say that we finance our old men on the basis of their renewals, but we must admit that very often it is on the basis of faith, hope and charity. I believe it is a mistake to permit an old man to borrow up the value of his renewals even though the general agent is amply secured, but occasionally conditions arise which make it necessary to lend a man even more than is justified by his renewal account. Here again I find that the relationship of debtor and creditor affects the teamwork of the agent and his general agent, and for this reason I try to help agents establish their own lines of credit and do their banking at a bank. Sometimes I guarantee a line of credit at a bank for an agent for the discounting of notes taken for new business. Sometimes the loans are made direct by me. I do not believe in fixed drawing accounts for established agents.

CAMPS: Do you use any kind of aptitude tests in your agency?

HARTSHORN: I have used for years and firmly believe in the use of aptitude tests. Though such aptitude tests will never take the place of a man's judgment, such tests are invaluable as an aid to judgment in the selection of agents. The tests actually used by me consist of four parts: (1) a fact-finding form which is completed prior to the interview; (2) an analysis form completed by me after my interview with the prospective agent and study of the fact-finding forms; (3) a direct aptitude test, and (4) a mathematical test. If the applicant measures as a good risk and worthy of further consideration, arrangement is made for a medical examination. This is necessary because every employee of our company is a participant in a group life "disability" hospitalization, surgical, and retirement plan. Then, his former employers are interviewed, his personal references investigated, and a retail credit report ordered. The complete set of appointment papers are assembled and submitted to our home office with a definite recommendation on my part as to acceptance or rejection. However, it is from the aptitude tests referred to above that I receive verification of my judgment as to whether I should proceed further with my examination of the applicant.

CAMPS: Do you do joint work with an agent for the purpose of prospecting for him?

BROADDUS: Yes. We assist him in developing centers of influence. We believe that a prospecting job is more vital than the selling job. Therefore, we pay a great deal of attention to the training of a man in prospecting. We require a prospecting report from him each week and I also require a report from

LIFE AGENTS...!

YOU CAN SUPPLEMENT YOUR

INCOME

BY FURNISHING YOUR CLIENTS WITH

"An Income When They Need It Most"

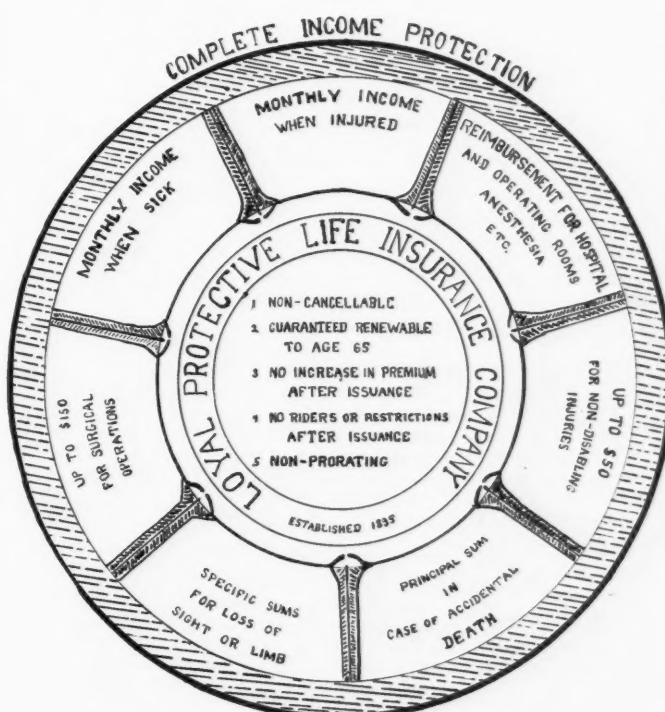


YOU CAN DO THIS—

in Conjunction

WITH YOUR PRESENT WORK

If you do not already have a good line of accident and health policies we ask that you consider the following . . .



HOME OFFICE

BOSTON -- MASSACHUSETTS

WESTERN OFFICE
Portland, Ore.

J. M. POWELL, President

CANADIAN OFFICE
Toronto, Ont.

E. B. FULLER, V. President

Million Dollar Round Table Conducted by Part Timer

Henry G. Mosler, the retiring chairman of the Million Dollar Round Table, is a part time agent these days—very part time. His main occupation is in the Navy department, division of mines, bureau of ordnance, Washington, D. C. "Mister" Mosler in the life insurance business, "lieutenant commander" in the navy, volunteered his services months ago and because of his particular knowledge and ability he was summoned to Washington. He is doing the same work that he did during the world war and under the same commander. He has had a most strenuous life with a tremendous backlog of work to dispose of and has lost eight pounds in doing it. Mr. Mosler in private life is connected with Massachusetts Mutual in Los Angeles.

my supervisor showing prospecting and selling efforts and results with each man. We train our salesmen in the kind of prospect to seek, classify prospects as A, B, or C. (A) being a man who earns \$100 per year or more times his age; (B) being a man who earns \$75 per year or more times his age; and (C) being a man who earns \$50 per year or more times his age. We post each agent's report on a prospecting chart, so that prospecting progress is visible from week to week. We total this report for the month, and report back to the agent, rating him for his prospecting ability.

CAMPS: Do you finance new men and on what basis?

PROCTOR: We finance new men if we can't find somebody else to do it for us. We prefer not to finance both because we don't like to risk the money and because we believe it puts the general agent and the agent on the wrong basis at the beginning. However, most young men coming out of college today are not available unless they can at least get a minimum living.

Our financing is always done on an advance basis with the man understanding that we are lending him capital to set himself up in business. We have been using a weekly drawing account for young college men, but we try to get them on a commission basis at the earliest possible moment as we have found that they never get the thrill out of life insurance selling until they get their hands on some commissions.

We do not finance new men who have been in the business but come to us from other companies. We are willing to finance a young man with a future, but not an old man with a past.

CAMPS: In your recruiting effort, do you eliminate any age group because it is too young or too old?

BROADDUS: Yes. We hesitate to employ a man over 40, and will not employ a man 50 years of age or older. We have found that men over 50, entering this business, are 100 per cent failures. We also hesitate to employ a married man under the age of 25, because again we have found that the odds are against his success. We have a group of single men under the age of 25, who are doing excellent work. Three of these men joined our agency upon graduation from college. Another one was out of college for almost a year before he signed up with us. We make a particular effort to get young men who have just graduated from college, who live at home, and who have parents who will regard their training with us as another year of schooling. We have eliminated a substantial part of our financing problem through this method. Our young men are already carrying their portion of our production problem.

CAMPS: Do you interview the prospective recruit's wife before hiring him?

SHELDS: Absolutely. I make it an iron-clad rule never to hire a recruit without first interviewing his wife. First

of all, I usually ask the prospective recruit to bring his wife down town for luncheon. Second, I almost always take my wife by to meet them in their home, or invite them to ours, as I find my wife's judgment in these cases is often valuable. In our agency, since we do not recruit a large number of men each year, it is possible for us to give this phase of the business probably more time and attention than it would be in a larger agency. I might say that one of our best agents was secured in competition with three other companies through the friendship formed by the recruit's wife and mine, and that of another of our agents.

CAMPS: In your sales training, do you advocate the use of organized sales talks?

PROCTOR: We think it is very important that the new agent particularly use organized sales talks. If the new agent learns to use them he will never give them up as an older agent. We endeavor to have him organize his sales talks around some illustration form, or other visual selling material.

CAMPS: In your recruiting, do you set any limitation as to the number of men you will recruit in a given year?

ARNOLD: Yes. Usually the limit is set because of my ability to train and supervise and give a definite amount of attention to each man placed under contract. Also, my territorial layout is such that there must be a limitation to the number.

Replacing Contracts

First of all: in my district agency centers I feel that usually my recruiting should be confined to replacing contracts that have been terminated. For instance, in one of my units I have a well-rounded organization with a group of men that are all producing a fair volume of business. My only thought there is to attempt to get a man from whom I could secure a type of business that my present organization in that section is not touching. For example: I have a young man who is doing a great deal of business with young college graduates. I have another man who has been out of college for eight years, and he is doing business with an older crowd. There seems to be too large a gap between these two age groups, and we may be losing business from the 30 to 32 age-group. Therefore, I would like to get a young man in this particular section to work in that group.

Adopt Memorials On Defense and Tax Subjects

Resolutions calling for an "immediate and effective" adequate national defense program; elimination of "unsound national monetary policies," and tax relief for policyholders, were adopted by the resolutions committee, headed by O. Sam Cummings, Kansas City Life, Dallas, for presentation to the convention Friday morning.

The resolution on national defense and security came out strongly against "any debasement of our national currency and against any fiscal policies or monetary measures inimical to the interest of life insurance policy owners and annuitants and to the cause of thrift."

At the same time, the resolution came out as strong for effective national defense.

"We fully appreciate the fact that current conditions of national and international emergency require the expenditure of large sums of money out of the public treasury," the resolution read. "We urge immediate and effective execution of a well-planned and adequate national defense program and we pledge, on behalf of our entire membership the fullest possible cooperation in that program." The resolution urged adoption of

financial policies as will stimulate private investment in private enterprise.

Copies of this resolution will be sent to President Roosevelt, members of Congress and all candidates for those offices.

The tax resolution would have premium taxes reduced in each state to a point which will adequately support the insurance department and that policy proceeds be more generously exempted from estate and inheritance taxes and that life insurance earmarked for payment of death taxes be wholly exempt from such taxes.

Messages 'Phoned Los Angeles Rally

A novel stunt was staged Wednesday noon in the hotel room of Ron Stever, Equitable Society, Pasadena, Cal., consisting of a telephone broadcast of 20 minutes, featuring three national headliners, to a group of several hundred members of the Los Angeles Life Underwriters Association, who had just completed breakfast. The speakers were President C. J. Zimmerman of the National association; John O. Todd, million dollar producer of Chicago, and Nathaniel H. Seefurth, noted tax and

estate consultant of Chicago. Mr. Stever served as master of ceremonies.

At the Los Angeles end commentators were scheduled to give talks based on what had been transmitted from Philadelphia, they being W. G. Gastil, Connecticut General; F. C. Duckett, Northwestern Mutual, and S. Y. Newcomb, Connecticut Mutual.

The Los Angeles delegation was impressive in size considering that it made the trip across the country. It came to boost Roy Ray Roberts, State Mutual, Los Angeles, for trustee; Grant Taggart, California-Western States Life, Cowley, Wyo., for secretary and Cincinnati for the 1941 convention. The delegation included H. E. Belden, Union Central, president of the Los Angeles association; G. N. Beardon, New England Mutual; B. M. Fuller, Equitable of Iowa; A. E. Kraus, Metropolitan; H. G. Mosler, Massachusetts Mutual, chairman, Million Dollar Round Table; T. W. Moore, New York Life, Roy Ray Roberts, J. N. Russell, Pacific Mutual; Marvin Sherman, Equitable Society; J. S. Touchstone, Lincoln National; J. W. Yates, Massachusetts Mutual.

Canadian flags were displayed prominently in the decorations at the Academy of Music where the morning sessions are being held.

Continental American's MODERN SALES ADVANTAGES

- 1 Preferred Class rates on a full line of ten contracts.
- 2 Originators of the Family Income Policy—also complete Family Protection rider for almost any policy.
- 3 Extra-Protection "Business Policy" providing to Age 65 an average of about one-third more than the usual amount of insurance per premium dollar.
- 4 Term Additions plan—without evidence of insurability—providing an average of \$100 of extra protection for every \$1 of dividend.
- 5 Twenty-Year Term policy with reduced rates for first 5 years—convertible during first 15 years.
- 6 Change-of-Plan privilege permits Endowment and Limited Pay policyholders to reduce premium to lower than Ordinary Life premium as of original age—regardless of health or insurability. Limited Pay policies contain guaranteed Endowment option.
- 7 Unique Educational Income Agreement automatically insures student beneficiary at no extra cost.
- 8 Monthly premiums on all plans.
- 9 Protection for every class of risk—preferred, standard, and substandard up to 2½ times standard mortality.
- 10 For retirement protection: Optional Retirement Annuity and Adjustable Income Endowment giving complete flexibility to meet unknown future conditions.

Continental American Life Insurance Company
WILMINGTON, DELAWARE

A. A. RYDGREN, President

OPPORTUNITIES are now open in West Virginia, Virginia, Massachusetts, Connecticut, New York, New Jersey, Pennsylvania, and Ohio

Research Bureau's Schools' Alumni Hold Reunion

Alumni of the Life Insurance Sales Research Bureau agency management schools heard the bureau extolled in speeches and satirized in skits at a dinner at the Penn Athletic Club sponsored by the Atlantic group of alumni. About 125 attended. Vincent B. Coffin, vice-president and superintendent of agencies Connecticut Mutual and chairman of the bureau's board of directors, declared that "perhaps our greatest responsibility" is keeping the agents from becoming bored with the job and to do this the general agent or manager must first see that he himself brings a lively interest to his job.

"Let's stop talking about the boys being lazy, if we haven't stopped already," he said. "We were mistaken. Instead of being lazy they are bored."

He compared two agents arriving at the office Monday morning, one with a 9:30 appointment with a prospect who might buy, the other having nothing but a prospect file full of "weary, fatigued cards—plenty of people to see but none that appears interesting. He suggested that every agency manager ask himself each Saturday night: "If I were an agent would I find my agency an interesting place to work?"

Others who spoke were Harris L. Wofford, manager Prudential, New York City, association president, who urged formation of other groups elsewhere; C. K. DuMars, Philadelphia, vice-president, and Manager J. M. Holcombe, Jr., of the bureau. Those in charge of the skits were G. P. Shoemaker and Jules Anzell, general agents respectively of the Prudential Mutual and Continental American in New York City. Others in the cast were M. J. Lauer, general agent Continental American; Harold Taylor, manager Mutual Life of New York; S. D. Rosan, Knight agency Union Central Life, all of New York City, and F. M. Minninger, Jr., manager Connecticut General, Newark, and Gibson Lewis, general agent Massachusetts Mutual, Brooklyn. The skits satirized agency management reforms and members of the bureau staff.

Gertrude Brandwein, New York Life, New York, has averaged more than one-half million each year for 20 years.

Miss Hospitality Again Greets Association



Philadelphia's "Miss Hospitality," Miss Anne Stewart Freeman, whose invitation on behalf of her city at St. Louis last year is credited by Philadelphia men with being largely responsible for landing this year's convention, was again on hand at the opening session.

Field Secretary Is to Be Employed by National Body

(Continued from page 5)

in much the same manner that a consultant for the Research Bureau operates. He will be able to take the strong points of one association to another association that may need strengthening. He will develop a store of knowledge on the operations of these local units that he can transmit first hand. He is to be a good deal more than a glad hander. He will spend several days in a town or city, working with the leaders, outlining

procedures, giving talks, making suggestions and answering questions. It is contemplated that his service shall be at the entire expense of the National association.

The committee is under no compulsion to make an early decision.

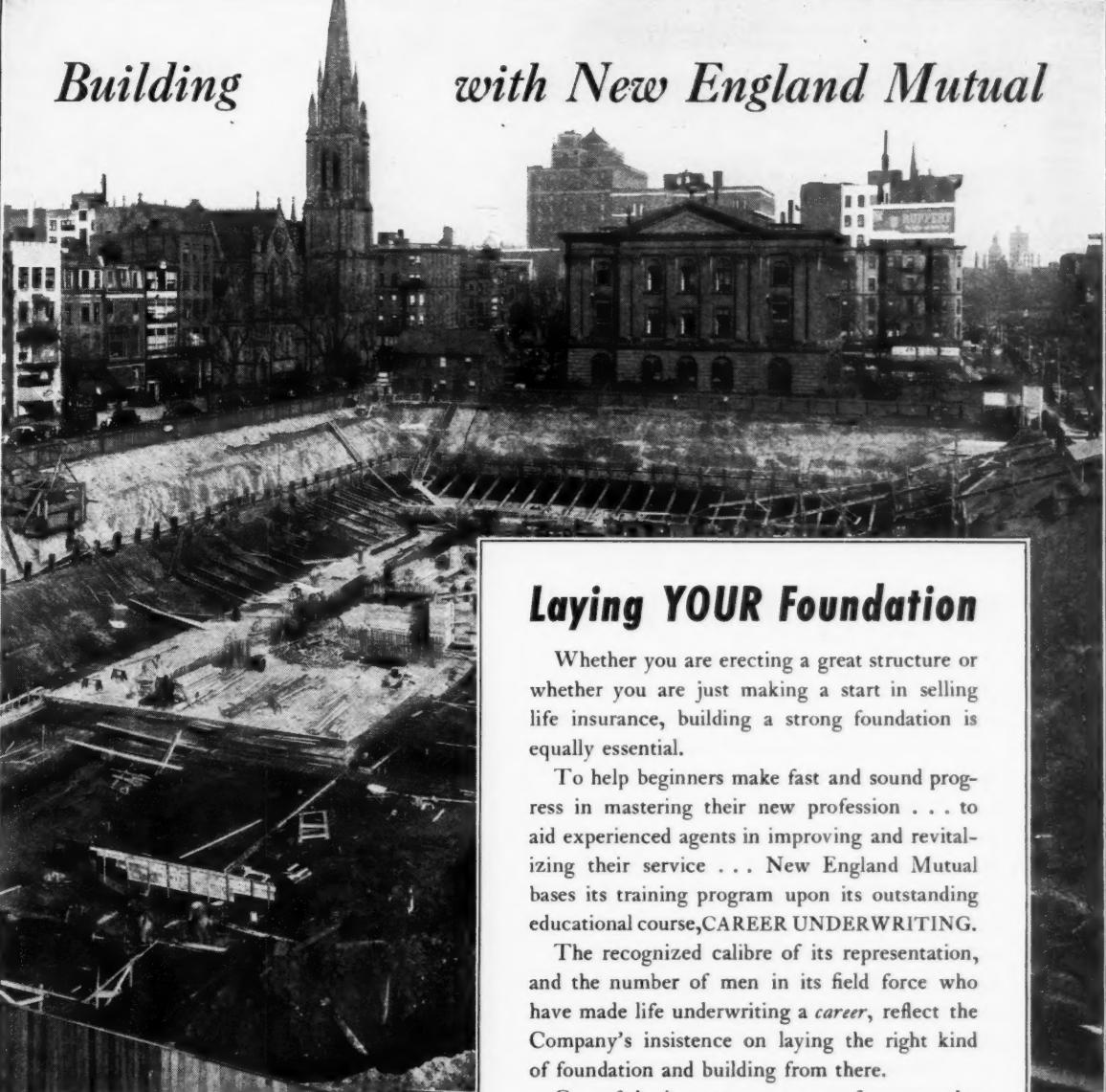
Many Ex-Presidents on Hand

An unusually large representation of former presidents of the National association was on hand for the opening session of the Philadelphia convention, including the oldest living ex-president, John Dolph of Washington, D. C., who

headed the association in 1904-5.

Others in attendance were C. Vivian Anderson, Provident Mutual, Cincinnati; John W. Clegg, Penn Mutual, Philadelphia; Paul F. Clark, John Hancock Mutual Life, Boston; O. Sam Cummings, Kansas City Life, Dallas; J. Stanley Edwards, Aetna Life, Denver; Holgar J. Johnson, Institute of Life Insurance, New York; Frank L. Jones, Equitable Society, New York; George E. Lackey, Massachusetts Mutual, Detroit; John Newton Russell, Pacific Mutual Life, Los Angeles; C. C. Thompson, Metropolitan Life, Seattle; A. E. Patterson, Penn Mutual Life, Philadelphia.

Building with New England Mutual



The above photograph, taken in November, 1939, shows the two-acre excavation and part of the tremendous foundation for New England Mutual's new Home Office building, to be completed in 1941.

Laying YOUR Foundation

Whether you are erecting a great structure or whether you are just making a start in selling life insurance, building a strong foundation is equally essential.

To help beginners make fast and sound progress in mastering their new profession . . . to aid experienced agents in improving and revitalizing their service . . . New England Mutual bases its training program upon its outstanding educational course, CAREER UNDERWRITING.

The recognized calibre of its representation, and the number of men in its field force who have made life underwriting a career, reflect the Company's insistence on laying the right kind of foundation and building from there.

One of the important reasons, of course, why so many of its representatives have long and successful records with the Company, is found in the remarkable liberality* and coverage of New England Mutual's policy contract.

**Full reserve in the third year, for instance.*

NEW ENGLAND MUTUAL Life Insurance Company of BOSTON

GEORGE WILLARD SMITH, President

★ FIRST MUTUAL LIFE INSURANCE COMPANY CHARTERED IN AMERICA ★

State Association Presidents Dinner Has Turnout of 26

Discussion of Legislative Procedure Dominated Discussion

The dinner meeting of the state association presidents again this year elicited discussion that is obviously most helpful to these officers. Each year the group differs almost completely in membership and they approach the various subjects with a fresh curiosity, even though the ground that is covered is pretty largely the same from year to year.

The dinner drew an attendance of about 26. It was held Monday evening. O. D. Douglas, Lincoln National, San Antonio, national trustee, was in general charge as chairman of the committee on state presidents. He turned the meeting over to Ralph Engelsman, Penn Mutual, New York, president of the New York state association, who pointed up the discussion throughout and kept the interest at a high pitch.

Zimmerman Makes Appearance

President C. J. Zimmerman entered the room to extend greetings. He said that during recent years state associations have been organized rapidly. They have grown up rather haphazardly and much remains to be done to make their work and their organization more effective. He expressed the belief that they will become ever more influential in the association setup.

A. B. Levy, Equitable Society, Philadelphia, gave a welcome in behalf of the Pennsylvania state association of which he is president.

Mr. Engelsman outlined the method of operation of the New York state unit. He told of the file that he has started from a questionnaire that was sent to the delegates and officers of each local association getting particulars about those individuals, such as college, church, club, social and civic associations, their contacts with state and federal legislators. The file reveals that the association now has dozens of potentially valuable contacts in legislative halls.

Suggests Human Approach

In dealing with legislative matters, Mr. Engelsman advised the audience to remember that legislators are human beings and they should be approached as such. For instance, he warned against automatically opposing every measure that pertains to life insurance that comes up. It is well, occasionally, to permit the legislators to espouse legislation without interference. Otherwise the industry is likely to be regarded as a chronic objector and its influence will be small. Sometimes an oblique approach is desirable. For instance, in New York when the proposal was advanced to license the so-called counsellors, representatives of the bar association appeared to enter objection to legalizing any such title.

Cooperation With Department

Mr. Engelsman told how the association had cooperated with the department in preparing questions and procedure for examinations of agents under the new law.

Tom Collins, Equitable Society, New Orleans, said he is opposed to life insurance seeking legislation, such as that for examination of agents. Improvement should come voluntarily within the industry if possible. By approaching the legislature, venal members of the assembly are likely to have their appetites

(Continued on page 40)

Women's Session Brings Forth Wealth of Ideas

150 Producers Enjoy Day of Exceptional Value — Novel Features Introduced

Alice E. Roche, Provident Mutual, Philadelphia, program chairman, voiced the enthusiasm everyone felt when, halfway through woman's day Tuesday, she exclaimed following an especially stimulating talk: "I wish I could go right home now and start working!" It was a day packed with meaning, with inspiration and compelling new ideas from 9:20 a.m., when Beatrice Jones, Equitable Society, chairman, officially opened woman's day, to after 5 o'clock, when, finally breaking up, the 150 women agents crowded around their speakers out in the foyer to express delight at what they had heard.

Why women buy—and why women sell—these were today's themes. Corinne Loomis, John Hancock, Boston, nicely paraphrased these when she said: "As supersalesmen you are both buyers and sellers. You're selling your client what you'd buy in her place."

Greetings Are Extended

Opening the morning session, greetings were extended by Sophia Bliven, Penn Mutual, head of the arrangements committee, by Mrs. Walter A. Craig, a prominent Philadelphian, by Berenice Meistroff, Guardian Life, Kansas City, chairman of the quarter million dollar club, and by Beatrice Jones. Miss Bliven was applauded for her year's work in behalf of convention plans. Following came the main discussion of the morning: "Increasing My Income in Today's Market," led by Sara Frances Jones, Equitable Society, Chicago, to whom chief credit belongs for the inception of these exclusive women's programs, whose panel speakers today were Sis Hoffman, Union Central, Cincinnati, a million dollar producer; Helen Zepp, Equitable Society, Chicago; Gertrude Brandwein, New York Life, N. Y., and Stella Gibbs, California-Western States Life, San Francisco.

Beatrice Jones closed the morning session with two admonitions—First: "Express your interest by attending all company meetings," and, second: "Make of yourself, not a prima donna but an emotionally balanced, coordinated, dependable individual. This is the way we'll keep step with the men."

Between morning ad afternoon meetings came a delightful interlude for luncheon, provided by the Philadelphia association, with Nancy T. Newland, Penn Mutual, chairman. At the head table were Sophia Bliven, Marie B. Parker, Denver; Mabel George, Philadelphia.

(Continued on page 45)

Interest Keen in Elections And Choice of '41 City

(Continued from page 5)

Western States Life, Cowley, Wyo., and H. A. Hedges, Equitable Life of Iowa, Kansas City, are the adversaries in this contest. The supporters of each candidate are exerting their utmost influence to round up votes; there is no hint of any sort of compromise agreement and whomever the nominating committee may select, the other will be placed before the national council, according to present indications.

There are six two-year terms and two one-year terms on the board of trustees to be filled and there are some 13 or 14 candidates for whom organized campaigns are being conducted. The selection of a slate is doubtless causing the

nominating committee many a headache. There is much splendid talent available and the choice is most difficult.

A piquant situation exists in the fact that two Metropolitan Life men are among the most prominent candidates for trustee, they being W. W. Hartshorn of Hartford and Gale Johnston of St. Louis. They are both recognized as first class material, but some observers feel that an unbalanced condition would result if two of the new trustees should be from the same company, even though that company is Metropolitan Life. How this problem shall be settled is being watched with the utmost interest. Each of these men has the strongest kind of backing, and if a choice has to be made between them it will be a most difficult selection. It is interesting that Mr. Hartshorn is a Princeton graduate of the class of 1923, while Mr. Johnston graduated from Princeton in 1924.

The contest for convention city is among Cincinnati, Detroit and Minneapolis. Each city has a large delegation present, with a variety of banners and lapel buttons. Monday evening each of the city groups gave cocktail parties in their headquarter rooms, with piano players and accordionists performing in great volume. Dozens of conventioneers made the rounds impartially and the evening was gay and noisy. When Cleve-

land announced that it did not want the 1941 convention, which it could have had for the asking, other cities were asked to submit bids. There was a large number of starters, but by convention time the contestants were reduced to three. The Detroit people made a hit by distributing toy automobiles made of plastic, which will serve many delegates as their gift to be taken home to the children.

National Underwriter Booth Is Popular Spot

The exhibits of the various publishers, which is always a popular convention feature, are particularly well displayed this year. They are located in the main floor room in the Bellevue Stratford, where the registration machinery is located. The NATIONAL UNDERWRITER booth contains a complete showing of the many services and publications of this company. It is in charge of James T. Curtin and W. J. Smyth, resident managers in New York; E. H. Fredrickson, resident manager in Philadelphia, and L. H. Martin, vice-president, of Cincinnati. A. T. Thorp, Jr., editor, and A. R. Jaqua, associate editor of the Diamond Life Bulletin of the NATIONAL UNDERWRITER, are attending the convention.

N. A. L. U. and GUARANTEE MUTUAL LIFE

BUILDERS of MEN

For 51 years the National Association of Life Underwriters has played a most important part of building prestige for the institution of Life Insurance. So it is then that the Guarantee Mutual Life's slogan "Builders of Men" is applicable to that great life insurance organization.

A. B. OLSON, Agency Vice-President

GUARANTEE MUTUAL LIFE COMPANY

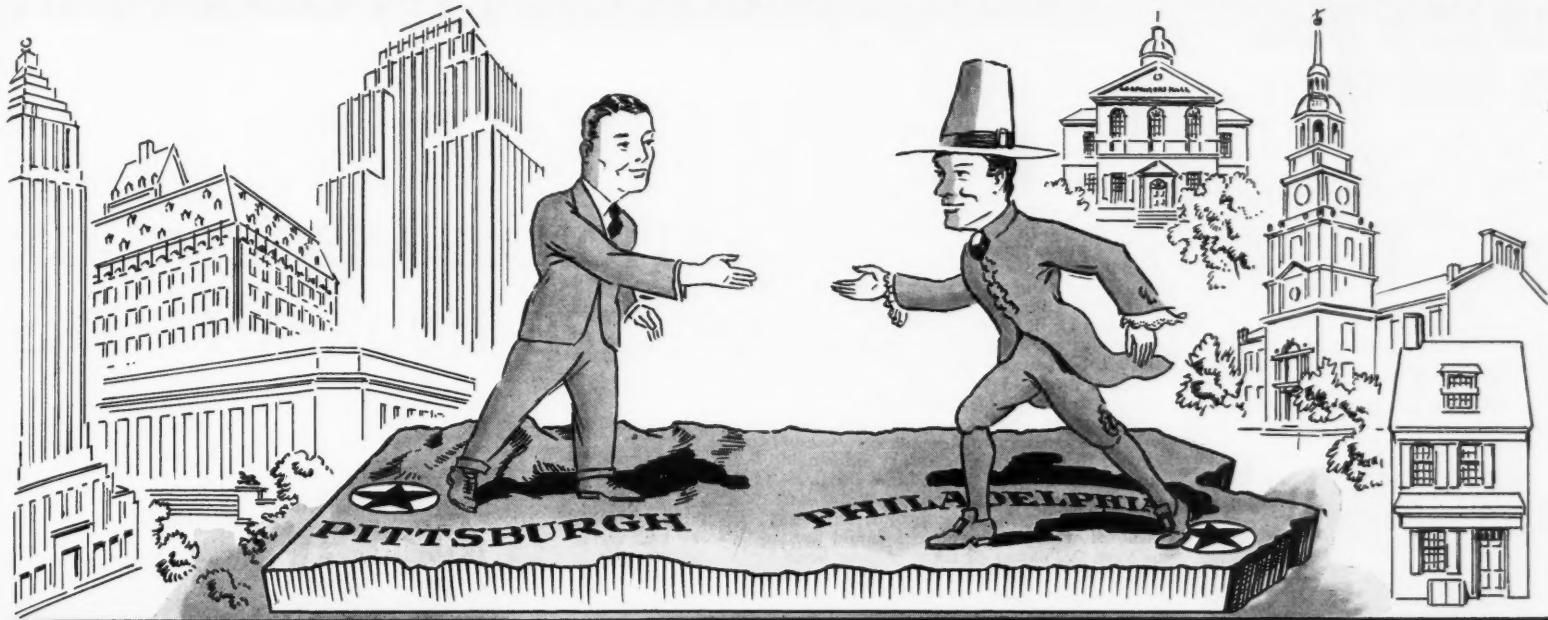
OMAHA, NEBRASKA

ORGANIZED 1901

Licensed in Twenty-two States

"GUARANTEE MUTUAL MEN MUST SUCCEED"

PITTSBURGH *Gateway of the West* **EXTENDS GREETINGS** to *Historic* **PHILADELPHIA**



51ST Annual Convention NATIONAL ASSOCIATION LIFE UNDERWRITERS

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DUDLEY DOWELL

Supervisor for Allegheny Department

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Manager—Western Pennsylvania Department
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General Agent

**STANDARD LIFE INSURANCE COMPANY
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THE EDWARD A. WOODS COMPANY

WM. M. DUFF, *President and Manager*

THE EQUITABLE LIFE ASSURANCE SOCIETY OF THE UNITED STATES
FRICK BUILDING

Plan Which Sold \$50,000 Is Related By Robert Sanders

Million Dollar Producer
Presents Convincing Sales Approach and Close

A simple approach and sales talk which sold a prospect \$50,000 life insurance on an income basis was presented by Robert Sanders, Business Men's Assurance, San Diego, Cal., before the Million Dollar Round Table. This approach and close has worked well for Mr. Sanders for several years and, as he says, "It is not fancy or high pressured, but a



ROBERT SANDERS

few simple, easily handled ideas that have made selling easier."

In this particular case the prospect's name was furnished Mr. Sanders by one of his policyowners. Mr. Sanders called at the prospect's office and sent word to him by his secretary that a friend of his had requested Mr. Sanders to see him.

Mr. Sanders' approach question was: "Isn't it true that most, if not all, insurance men who have called on you did so for the purpose of selling you something almost immediately, if they possibly could?"

The prospect's answer was, "Yes, and I do not want any more life insurance!"

Talks About Claim Blanks

Mr. Sanders' next question was: "Has any insurance man ever offered to furnish the claim blanks to your widow or to fill them out for her if your policies should be matured by your death?"

To this, the answer was "No."

"He had never thought of this service even though he had paid premiums for years so his family could collect if he should die," Mr. Sanders pointed out.

"Then, Mr. Prospect, you have not arranged this with anyone, have you?" Mr. Sanders continued. "Have you ever filled out claim blanks for widows of any of your friends after they died? If you had, you surely would hope that your own wife never would have that tedious and unpleasant experience. I have filed many claims and completed the blanks at times when financial assistance was important and most appreciated."

Widows Too Upset

"We have learned that most widows are too upset at the time to look after those things themselves, so relatives or friends often fill in the blanks, and make mistakes in them. In some instances, I have known them to borrow money from the widow with a promise of a good rate

of interest and friendship or in-law relationship the only security. You and I know about how these things end up. With this to consider, it seems only practical and fair to a man's family to have someone in this business, more expert and experienced in claims, to fill out the blanks, doesn't it? This also eliminates relatives or friends learning too much about your financial plans for your family."

Offers To Handle Claims

"Mr. Prospect, I would like to have the privilege, if I am fortunate enough to be here at the time, to take this complete responsibility for your family by notifying all the companies you are insured in and completing the claim blanks. I assure you I will handle it properly. If this is satisfactory with you, I should like to have the names of three of your best friends. I would want one of them to sign a statement of identification, as to how long he had known you, that you were the person named in the certificate, and to furnish other necessary information. I like to have three names because at least one of them will probably die before you do, and the second may be disabled or out of town, so I would like to have the names of three of your best friends about the same age or just a little younger than you."

The prospect agreed to this, so Mr. Sanders advised him it would be necessary for him to make a complete record of his insurance. The policies were furnished, an analysis made and returned to him in an attractive cover. Some suggestions were made as to improvements of present insurance.

Will Relieve Family

"Mr. Prospect, this outline is intended for you and your family with the suggestion that when something happens to you, that they call my office immediately so as to be relieved of the claim work and responsibility at that time. If I should not live until then, a copy of this record will be in my office and someone thoroughly capable will be glad to handle it for them."

"This record shows you are to be congratulated on your insurance and savings up to this time, but it also shows that your family is not sufficiently protected in the way of a guaranteed income for them if something should happen to you."

On Lump Sum Basis

The insurance the prospect owned was on a lump sum payment basis and looked like a great deal of money to him. He had been considering \$25,000 ordinary life on a lump sum basis to be furnished by another company. Instead of talking lump sum payment, Mr. Sanders talked to him about a definite income for his family in the event he should not live. The plan was based on ordinary life, to pay his wife monthly for life, with 20 years certain. Excess interest would be payable as a Christmas present each Dec. 15. This same policy also provided an income for his son until he entered college; an entrance fund of \$500; and \$100 monthly for four college years; and a readjustment income of \$100 per month for the next five years.

Instead of buying \$25,000 on a lump sum basis, the income plan appealed to him, and he applied for it, stating that it was exactly what he wanted and suited him better than anything he had ever seen. He did not realize he was buying \$50,000 life insurance.

This policy has since been matured as a claim, Mr. Sanders stated, and the widow and son are happy and most appreciative of the income. The insured wanted them to have income, and today it is income they have.

Helen Tall, in charge of the women's department of New England Mutual, Baltimore, and chairman of the women's division of the Baltimore Association of Life Underwriters, brought two carloads of Baltimore women to the convention.

GREETINGS

to the

NATIONAL ASSOCIATION OF LIFE UNDERWRITERS



FIRE ASSOCIATION OF
PHILADELPHIA welcomes you
to the City of Philadelphia and
extends best wishes that your con-
vention may be successful in every
respect.

While here you are cordially in-
vited to visit our home office. We
are located only one block from
famous Independence Square.

FIRE ASSOCIATION OF PHILADELPHIA ESTABLISHED 1817

HEAD OFFICE
PHILADELPHIA • PENNSYLVANIA
*Capital Stock Fire, Marine and Automobile
Insurance*

GREETINGS N.A.L.U.

from the

Keystone State General Agents & Managers

The Pennsylvania General Agents and managers shown below take this means of extending felicitation to all those assembled in Philadelphia for the 51st annual convention of the National Association of Life Underwriters.

ROBERT L. ALTIK, C. L. U.

General Agent

MASSACHUSETTS MUTUAL LIFE INSURANCE CO.
609 Commonwealth Building, Allentown, Pa.
1002 Deposit & Savings Bank Bldg., Wilkes-Barre, Pa.
616 Connell Bldg., Scranton, Pa.

GUY A. SMITH

Manager

METROPOLITAN LIFE INSURANCE COMPANY,
NEW YORK

230 Miners Bank Building
Wilkes-Barre 2-6716

WILLIAM B. WAGNER

General Agent

NEW ENGLAND MUTUAL LIFE INSURANCE CO.
BOSTON

Scranton-Lackawanna Trust Bldg.

Scranton, Pa.

P. B. RICE, GENERAL AGENT

EQUITABLE LIFE INSURANCE COMPANY
OF IOWA

13th Floor Payne-Shoemaker Building
Harrisburg, Pa.

EARLE H. SCHAEFFER, C. L. U.

Manager

THE FIDELITY MUTUAL LIFE INSURANCE CO.
1102-3-4 Payne-Shoemaker Building
Harrisburg, Pa.

CHARLES L. BITZER

General Agent

MASSACHUSETTS MUTUAL LIFE INSURANCE CO.
401-407 Telegraph Building
Harrisburg, Pa.

SAM BRECKENRIDGE

Agency Manager

BANKERS LIFE COMPANY
DES MOINES, IOWA
Suite 50—Union Trust Building
Harrisburg, Pa.

HERBERT L. SMITH

General Agent

THE NORTHWESTERN MUTUAL LIFE INSURANCE
COMPANY
240 North Third Street, Harrisburg, Pa.



ALLENTOWN
SCRANTON

HARRISBURG
WILKES-BARRE



Greetings to the Philadelphia Convention

In these unsettled, disturbing times we offer tribute to the Life Underwriters of America. Their energy and efforts have built life insurance security for our democratic people, greater than all the life insurance in force in all the rest of the world



CLIFFORD L. McMILLEN
GENERAL AGENT



K. A. LUTHER

General Agent

L. W. SECHTMAN, *Associate General Agent*
Aetna Life Insurance Company

Lincoln Building 60 East 42nd Street
New York
Murray Hill 2-0200

DOWNTOWN AGENCY
THE PRUDENTIAL
INSURANCE COMPANY
OF AMERICA

GERALD A. EUBANK, *Manager*
40th Floor — 40 Wall Street
New York

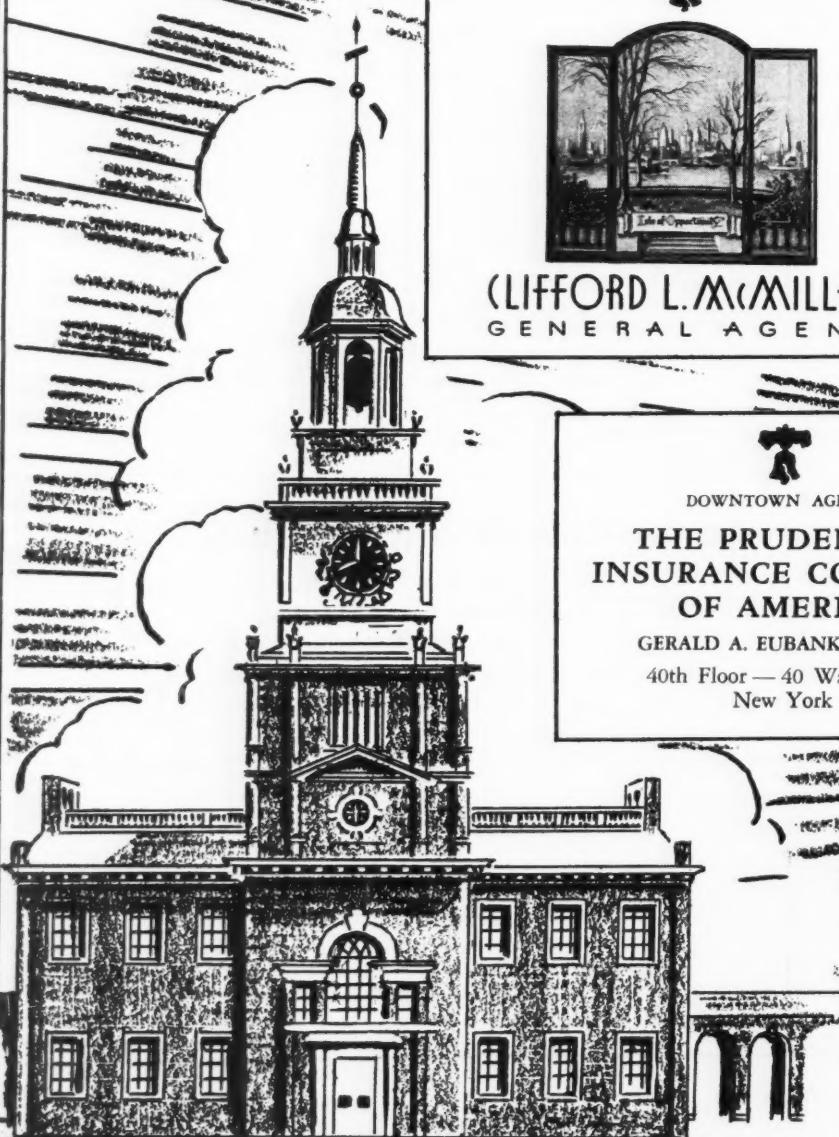


THE J. ELLIOTT HALL
AGENCY

The Penn Mutual Life Insurance Co.
30 Church Street
New York City

THE
JULIUS M. EISENDRATH
AGENCY

The Guardian Life Insurance Co.
912-14 Empire State Bldg.
New York
Chickering 4-4400



New York General Agents and Managers

Aetna Life Insurance Company

R. H. KEFFER
General Agent

151 William Street
New York
REctor 2-7900

THE BEARDSLEE
AGENCY

Columbian National Life Insurance Co.
LESTER E. BEARDSLEE, JR., *General Agent*
45 John Street
New York
BElkman 3-4828

JULIAN S. MYRICK
Manager

Mutual Life Insurance Company
of New York
57 William St.—"The Ives & Myrick
Agency"
HAnover 2-2300



Mutual Benefit Life Insurance Co.
ARTHUR V. YOUNGMAN
General Agent
135 Broadway, New York City
REctor 2-8666

THE
C. PRESTON DAWSON
AGENCY

New England Mutual
Empire State Bldg.
New York
"Ideas Sell Life Insurance"

THE FRASER AGENCY
Connecticut Mutual Life Insurance Co.

Hartford, Conn.
JOHN M. FRASER, *General Agent*
149 Broadway
New York
BArclay 7-9300

RIEHLE AGENCY

Equitable Life
Equitable Suite
11th Floor, Pennsylvania Building
225 West 34th Street, New York, N. Y.
LAckawanna 4-4300

THE CHARLES B. KNIGHT
AGENCY, INC.

General Manager
The Union Central Life Insurance
Company
225 Broadway New York, N. Y.
WALTER E. BARTON, *Pres.*
PAUL S. RANCK, *Vice-Pres.-Treas.*

THE BRAGG AGENCY

JAMES ELTON BRAGG, C.L.U., *Manager*
The Guardian Life Insurance Company
of America

50 Union Square

MANUEL CAMPS, JR.

General Agent
FRANK McCAFFREY, *Brokerage Supervisor*
JOHN T. HAVILAND, *Agency Supervisor*

Suite 601, 110 E. 42nd St., New York
Murray Hill 3-8260-1-2



Alk Installed as Head of National C.L.U. Chapter

Benjamin Alk, Penn Mutual, New York, was formally installed as the new president of the National Chapter of Chartered Life Underwriters at its annual meeting following a luncheon session Wednesday. He succeeds Earle W. Brailey, New England Mutual Life, Cleveland, who presided at the annual meeting.



Benjamin Alk

John D. Moynahan, Berwyn, Ill., Metropolitan Life manager for the western suburbs of Chicago, is the new vice-president. E. A. Krueger, State Life, Indianapolis, was reelected treasurer and Dr. David McCahan of Philadelphia continues as secretary, a post which he holds ex-officio as dean of the American College of Life Underwriters.

The new directors are: M. S. Tabor, Travelers, Buffalo; F. A. Savage, New England Mutual Life, Baltimore; A. W. Litz, Franklin Life, Nashville; F. A. Gordon, Union Central Life, Peoria, Ill.; A. C. Humphrey, Bankers Life of Iowa, St. Louis, and S. D. Chapin, Mutual Life, Portland, Ore.

Directors reelected include: Beatrice Jones, Equitable Society, New York; M. L. Buchanan, Massachusetts Mutual Life, Boston; P. M. Stevenson, National Life, Pittsburgh; R. W. Hoyer, John Hancock Mutual, Columbus, O.; Matthew Brown, General American Life, San Antonio; Fred LeLaurin, Aetna Life, New Orleans; H. R. Kauffmann, North-

western Mutual Life, Minneapolis; H. K. Cassidy, Pacific Mutual, San Francisco, and Hugh S. Bell, Equitable Life of Iowa, Seattle.

Trustees Adopt Report on Three-Step Educational Plan

A proposal for the establishment of a three-step training plan by the National association, submitted by the committee on education, of which Herbert A. Hedges is chairman, was adopted by the trustees at their meeting Sunday.

The first step, sometimes called the "fundamental school," adapted to both the newly recruited agent and the older man in the business, is a 13-week program based on a standard training course. Second comes the senior training school, covering more advanced program selling, while the third step involves the study of tax and business insurance, to give even the agent who makes few such sales a knowledge of the fundamentals of those subjects.

The extension of the "Purdue plan," under which a short course is conducted on the university campus, is recommended by the committee, primarily for its effect on members of college and university faculties, with the idea of getting them more interested in the subject of life insurance.

In regard to the education of the public, the committee held that at the present time it will have to be left to the Institute of Life Insurance. It turned down the "California plan," of which Roy Ray Roberts, State Mutual Life, Los Angeles, has been the chief proponent, holding that, regardless of its merits, it "requires such a large expenditure to promote on a national scale that the National and local associations would be unable to attempt it." The committee suggests, however, that some results may be obtained under the "Missouri plan" of circularizing all high

schools, offering to furnish speakers on life insurance before their assemblies.

Both of those recommendations also were approved. The report was presented and discussed at the meeting of the national council Monday.

Door Prizes Worth \$2,500 Are Being Distributed

An innovation at the Philadelphia convention was the awarding of door prizes, with an automobile standing out as the most alluring attraction. The prizes were on display in the headquarters hotel lobby and caused many to resolve to attend the meetings at the scheduled hour in order to qualify for the prizes. The automobile was donated by a fire insurance company. Other prizes included radios, handsome cameras, provision for week-end accommodations in Atlantic City donated by the hotels of that place and numerous other articles. The value of the door prizes is about \$2,500. Fire Association of Philadelphia, one of the prominent fire insurance institutions of the country, donated one of the radios. Other donors included New York hotels, banks and trust companies and various industries.

Union Central Gives Dinner

Union Central Life is giving a dinner Wednesday evening for its large convention group. The home office is represented by Jerome Clark, vice-president; Wendell Hanselmann, superintendent of agents; Harry J. Shaffer, assistant superintendent of agents. H. S. Baketel is Philadelphia manager.

State Mutual Has Dinner

State Mutual Life is one of the companies holding a dinner Wednesday evening. The arrangements were in charge

Co-Chairman of Managers and General Agents Session



K. E. WILLIAMSON, Peoria, Ill., Massachusetts Mutual Life

of Jay Stone of the agency department. Home office executives present include Vice-president Stephen Ireland; R. H. Denny, agency director, and Don Mix, manager of conservation.

Participate in Spelling Bee

On the Geuting Shoe Company's program Thursday at 7 p. m. over the Mutual network, three Philadelphia underwriters will compete with three underwriters from San Francisco, New Orleans and Chicago in a spelling bee.



GREETINGS N.A.L.U. from Kansas City, Missouri

J. FRANK TROTTER

Manager

THE MUTUAL LIFE OF NEW YORK

An Aggressive Agency With Experienced Staff for Western Missouri and Eastern Kansas
FAIRFAX BLDG., 101 W. 11th ST.

SAM C. PEARSON

GENERAL AGENT

THE NORTHWESTERN MUTUAL LIFE INS. CO.
TWELFTH FLOOR, R. A. LONG BLDG.

HERBERT A. HEDGES

General Agent

EQUITABLE LIFE INSURANCE CO. OF IOWA
(Since 1867)

SUITE 640-50 BOARD OF TRADE BUILDING

ROBERT J. COSTIGAN
MISSOURI BRANCH MANAGER

BUSINESS MEN'S ASSURANCE COMPANY
230 B. M. A. BUILDING

CHARLES L. SCOTT

GENERAL AGENT

MASSACHUSETTS MUTUAL LIFE INSURANCE CO.
SUITE 608 MIDLAND BUILDING

J. R. FARNEY

DIRECTOR OF AGENCIES, WESTERN DIVISION
THE OHIO NATIONAL LIFE INS. CO.
MISSOURI—KANSAS—OKLAHOMA
1111 BRYANT BUILDING

KANSAS CITY AGENCY

J. D. McInnes, Manager

KANSAS CITY LIFE INS. CO.

UNIVERSITY CLUB BLDG., 914 BALTIMORE AVE.

Pessimism as to Future of Agency Practices Pact

A pessimistic view of the situation in connection with the agency practices agreement is taken in the report submitted by that committee, of which C. D. Connell, Provident Mutual, New York City, is chairman. It points out that while the agreement now has been in effect for more than five years, only 64 of the 132 companies eligible, as members of the Life Agency Officers Association, have signed, and only one new one in the past year. Four of the ten leaders—Prudential, New York Life, Equitable Society and Mutual Life of New York—have not signed.

"Your committee has come to a very definite conclusion," the report says, "that unless, in the near future, tangible progress is made, not only in greater number of companies coming under the agreement, but in a more conscientious observance of its provisions, the solution of this whole problem of better field representation is going to experience a very marked retrogression."

"Our conviction is unshaken, however, that this process of reform must be worked out from within the business itself, and not through any amateurish experiments from the outside

"The ultimate house-cleaning process must, of course, be aggressively promoted by our home-offices. The events of the past 18 months along the line of threatened governmental intervention in our field of private enterprise have certainly pointed the warning that unless our practices are made to conform to sound principles by those charged with the responsibility of management to our companies, some way will be found of forcing it through political control."

"Shall we not let the demand for reform come, as have all such demands for the good of the business, from the field forces of American life insurance, rather

than from any force outside the business?"

The committee feels that this can be done only through a studied campaign, which it urges should be undertaken at once, "looking toward a more faithful compliance by signatory companies and the covering of the dotted line by all the others."

In referring to the resolution on the subject approved at the mid-year meeting in Atlanta, for submission to the association at this meeting, Mr. Connell said some feel that it should be strengthened, and that this may be done.

In view of the feeling toward elimination of unfit agents, as well as part-timers, he said he decided to take some action in his own agency and cut off 12 at one stroke, but that within 30 days all of them had made other connections, five of them with agencies of his own company. So long as home offices and general agencies are so eager for volume, it will be hard to get results, he said.

President Zimmerman commented that the alibi offered by many non-signatory companies is that the signatories do not live up to the agreement.

Hunter Gives Company Viewpoint

D. Gordon Hunter, vice-president Phoenix Mutual Life, chairman company agency practices committee, said he shares Mr. Connell's concern in regard to the future, but thinks recognition should be given to the fact that some progress has been made. He said he had failed to inform Mr. Connell of the accession of two more companies, making three new ones recently—the Lamar Life, New World Life and Equitable of Iowa. He praised the co-operation between the companies' and agents' committees.

He said communications had recently been sent to the senior agency executives of all companies, signatory and non-signatory,

giving specific examples of the poor results obtained from part-timers as shown by surveys of companies' business. He also spoke of the action taken by one company which now requires every agent who has been with it 24 months to produce \$60,000 of business with \$1,500 in premiums in order to continue his contract. Graded production requirements also have been set up for those in service less than 24 months.

Part-Timers Detrimental

The continued employment of part-timers, he said, has a bad effect on the full-time men and is very detrimental to good public relations. However, so long as many measure results only on volume, the problem will be difficult. Agency executives of some non-signatory companies favor the pact, he said, but their general agents say no.

Results can be obtained only by a process of education, but it is possible, he said, to "wear them down." He mentioned a new emblem which has been adopted for signatory companies.

The chief requisite now is to get agency officials and general agents conscious of what the agreement will do.

President Zimmerman praised the work of the two committees and asked O. J. Arnold, president Northwestern National Life, who was in the audience, to rise, in recognition of the forward-looking stand his company has taken.

Joy Luidens Entertains Ladies

Joy Luidens, secretary of the Chicago association, entertained the Chicago women producers attending the convention at breakfast in her rooms Wednesday morning. Miss Luidens went east a few days ahead of time and visited a sister in New York. En route home she intends to visit another sister in Rochester, N. Y.

Philadelphia Life Dinner Is Attended By 80

Philadelphia Life is holding a dinner Wednesday evening preceding the President's ball for a group of about 80. A contest was held and those that qualified, numbering about 25, were registered at the convention with the compliments of the company. E. R. Hurst, director of agencies, is presiding at the dinner; talks will be given by President Clifton Maloney and Vice-president Jackson Maloney, and movies will be shown of the 1940 convention at Swampscott and the 1938 convention in Florida. Philadelphia Life production this year is running about 10 per cent ahead of last year.

Ins. Co. of North America Contributes to Convention

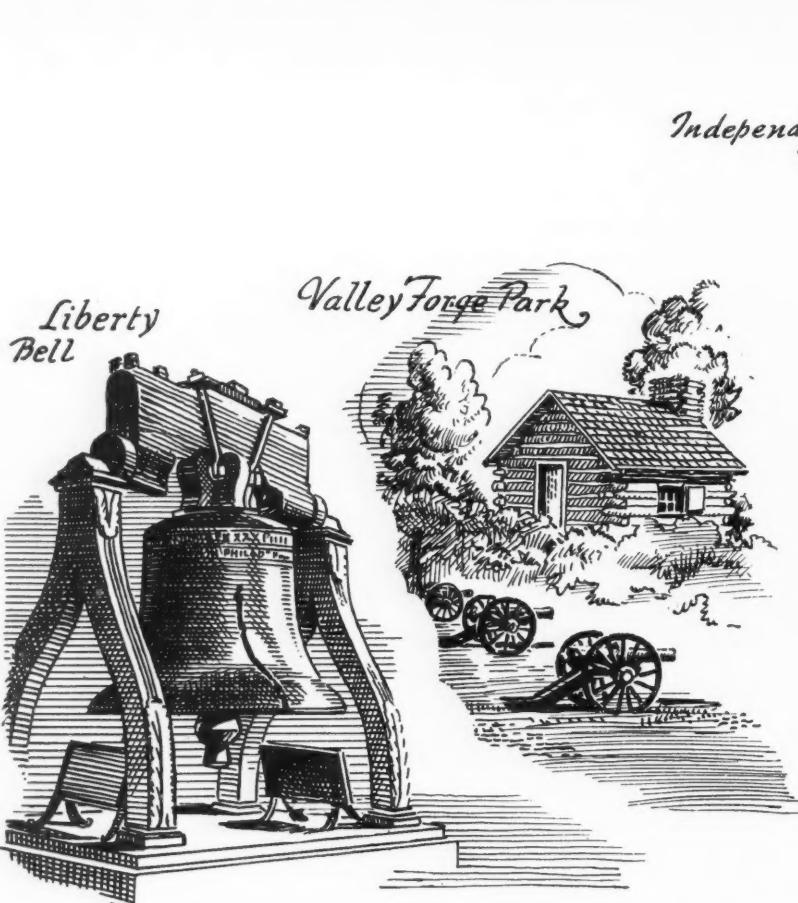
The Insurance Company of North America, with home office in Philadelphia, one of the leading fire-casualty insurance organizations of the country, presented to each of the registrants a copy of a 124 page booklet entitled "See Philadelphia." It was specially prepared by Joseph Jackson, well-known writer on Philadelphia topics. The booklet was part of the kit each person received at the registration desk.

The North America on the twelfth floor of its home office has an outstanding exhibit of old fire marks and fire fighting relics. It is well worth a visit. The home office at 1600 Arch street is just a few blocks from the convention center. The company is glad to have visitors.

Mrs. John A. Stevenson, wife of the president of Penn Mutual, as chairman of arrangements for the tea on Wednesday, was able to secure Sweetbrier, an old colonial mansion in Fairmount Park.

PLANNED ESTATES lead to PLANNED CAREERS in the Company of Opportunities*

★ HOME LIFE INSURANCE CO.
256 BROADWAY, NEW YORK



Welcome
N.A.I.
to

HISTORIC PH

The Philadelphia General Agents and managers shown on this page are deeply gratified that

their city was chosen as the site for the 1940 Convention of the National A

HOMER C. CROSS *Manager*

PHILADELPHIA ORDINARY AGENCY

The Prudential Insurance Company
of America

2220 Lincoln-Liberty Building
RITTENHOUSE 6010

Philadelphia, Pa.

MILLARD R. ORR, C.L.U. *General Agent*

Massachusetts Mutual Life Insurance
Company

1616 Walnut Street

KINgley 0833

Philadelphia, Pa.

A. C. S. FINKBINER *CHARTERED LIFE UNDERWRITER*

General Agent

The Northwestern Mutual
Life Insurance Company

1616 Walnut Street

KINgley 1276

C. A. WOOSTER *General Agent*

BROKERAGE AGENCY

The Lincoln National Life Insurance Co.

1616 Walnut Street Building

KINgley 1643-4

Philadelphia, Pa.

HAROLD S. MASON *Branch Manager*

Continental American Life Insurance Co.

1100-06 Lincoln-Liberty Building

RITTENHOUSE 5777

Philadelphia, Pa.

JOSEPH L. McMILLAN *Manager*

The Mutual Life Insurance Co.

1616 Walnut Street Building

KINgley 1206

C. A. DUFFIELD *General Agent*

John Hancock Mutual Life Insurance Co.
of Boston, Massachusetts

904 Lincoln-Liberty Building

RITTENHOUSE 2773-2774

Philadelphia, Pa.

EVERETT H. PLUMMER *General Agent*

Berkshire Life Insurance Company

1200 Lincoln-Liberty Building

RITTENHOUSE 8558

Philadelphia, Pa.

JOHN J. DONIGER *General Agent*

SECURITY MUTUAL LIFE INSURANCE

1616 Walnut Street

KINgley 3433

L. V. DRURY *Manager*

Sun Life Assurance Company of Canada

1616 Walnut Street

PENNYPACKER 4600

Philadelphia, Pa.

LOUIS F. PARET and ASSOCIATES *Provident Mutual Life Insurance Company*

1818 Lincoln-Liberty Bldg.

Philadelphia, Pa.

501 Cooper Street, Camden, N. J.

HOME OFFICE AGENT

Penn Mutual Life Insurance
Philadelphia, Pa.

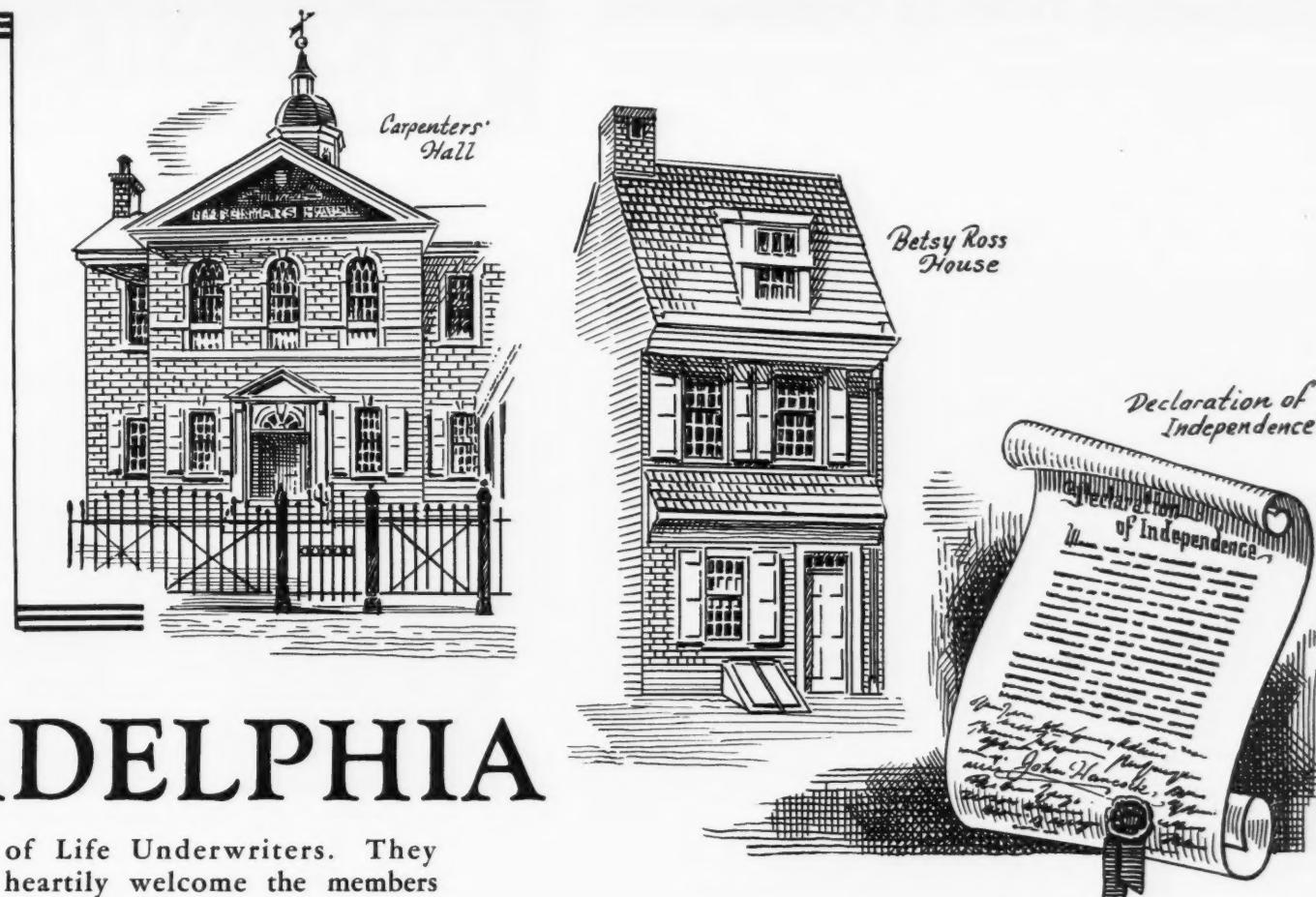
JOS. H. REES

EDW. L. WEILE

Welcome
ALU.
to

PHILADELPHIA

was chosen as the
the 1940 Convention
National Association



of Life Underwriters. They
heartily welcome the members
and others in attendance.

C. S. FINKBINER
LIFE INSURANCE
General Agent
Northwestern Mutual
Insurance Company
16 Walnut Street
Philadelphia, Pa.

CLIFFORD H. ORR, c.l.u.
General Agent
National Life Insurance Company
of Vermont
1616 Walnut Street
PENNypacker 1280
Philadelphia, Pa.

ALFRED B. LEVY
Agency Manager
The Equitable Life Assurance Society
of the United States
Suite 1007-1013 Fidelity-Phila. Trust Bldg.
123 S. Broad Street
Philadelphia, Pa.
KINGSLEY 2436

L. Mc MILLIN, c.l.u.
Manager
Insurance Co. of New York
Walnut Street Building
Philadelphia, Pa.

C. A. CHAMBERS
Manager
Reliance Life Insurance Company
of Pittsburgh
2114-20 Lincoln-Liberty Building
RITTENHOUSE 5623
Philadelphia, Pa.

JAMES A. TYSON
Manager
The Guardian Life Insurance Company
of America
2200 Lincoln-Liberty Building
RITTENHOUSE 6789
Philadelphia, Pa.

N J. DONIGAN
General Agent
LIFE INSURANCE COMPANY
16 Walnut Street
Philadelphia, Pa.

C. J. KREUTZER
Manager
PHILADELPHIA ORDINARY AGENCY
The Colonial Life Insurance Company
of America
Suite 928, Fidelity-Phila. Trust Bldg.
PENNypacker 2049
Philadelphia, Pa.

H. SHERIDAN BAKETEL, Jr., c.l.u.
Manager
Union Central Life Insurance Company
2500 Girard Trust Co. Bldg.
RITTENHOUSE 8440
Philadelphia, Pa.

E OFFICE AGENCY
Life Insurance Company
Philadelphia, Pa.
S. H. REESE
W. L. WEILEY

ALBERT C. ADAMS
General Agent
John Hancock Mutual Life Insurance Co.
Fidelity-Philadelphia Trust Bldg.
PENNypacker 7577
Philadelphia, Pa.

ALBERT W. MOORE
General Agent
New England Mutual Life Insurance Co.
Land Title Building
RITTENHOUSE 4550
Philadelphia, Pa.

Zimmerman Talks on Compensation

(Continued from page 5)

the association, to give the reasons for its course of action, to give greater impetus to eliminating the weaknesses and faults in the institution, to challenge the agents to assume their responsibility in overcoming these weaknesses and correcting these faults, and "to urge that we keep always uppermost in mind that it is still our duty and responsibility to make available to the public the unparalleled benefits of life insurance and the essential services of the life underwriter."

Despite the undoubted value of personal contact, members, he said, must realize that the growing burden of administrative duties and the existence of many difficult problems will make it increasingly difficult for future presidents to devote as much time to state and local association visitations.

"At no time has this administration avoided controversial issues, at no time has it embraced a candy stick philosophy nor used a powder puff technique," he asserted. "This applies not only to our dealings with the TNEC, and other groups outside the business, but to our dealings with the companies and other groups within our business. This administration will not yield one inch to any criticism that it has not pursued an honest, aggressive, independent policy. The record speaks for itself."

Mr. Zimmerman referred to outspoken utterances in his addresses before the American Life Convention, Life Presidents' Association, Association of Life Agency Officers, National Association of Insurance Commissioners, Life Advertisers' Association, National Fraternal Congress. He declared it was to the credit of these groups that they invited him to address them with no strings attached to the invitation, that in not a single instance did any of these groups endeavor to persuade him to remove, change, or soften a single line of his address, which as a matter of fact he was never asked to submit in advance.

Federal Whipping Post

"There have at times been isolated mutterings that unless this or that was immediately done, the federal government would step in and do the job. With a deep bow toward the virtue of tolerance, I nevertheless say that I have no patience with those who cry that unless they can have the entire pie immediately they will run and tell papa."

Program Chief



PAUL C. SANBORN

Credit for the high standard of speakers listed for the convention goes to Paul C. Sanborn, Connecticut Mutual, Boston, chairman of the National association program committee.

"The life insurance business has and will continue to stand on its own feet. It has and will continue to solve its own problems. And it will do this in an orderly, democratic way. This may be a slower method but it is also a sounder method. It is high time that we begin to think of doing something for government rather than continuously thinking in terms of government doing something for us."

Conscious of Obligation

"I believe that the life insurance companies until recently have been too complacent. But I do not believe that there exists in our business today, except in a negligible measure, any feeling of self-satisfaction and smugness."

"Probably no association has been more conscious of its obligation to the public than has our own, for we know that the very foundation of the institution of life insurance rests on our services to society."

"This is undoubtedly one reason why the field forces have been so self-critical, so self-searching for weaknesses and faults. No business has uncovered its problems, brought them out in the open, held them up for study and solution, more conscientiously and more systematically than has life insurance."

"Is it not strange that during a period of unparalleled growth there have been temporary weaknesses and faults in our business. No institution created by and dedicated to the welfare of mankind, has ever attained perfection. This includes government."

Exaggerating the Problems

"But there is a hidden danger in focusing our eyes too fixedly on such current problems as the elimination of the unfit agent, a revised method of compensation for agents including a contributory pension plan, and greater efficiency in the dealings of the home offices, the field forces, and the policyholders with each other."

"The hidden danger is that these problems may attain enlarged and distorted proportions in our eyes."

"Whereas these problems do exist in our business, they are not peculiar only to our business. They are characteristic of all lines of business, of all professions, of all forms of government."

"The unfit are to be found everywhere. There will always be unsuccessful men, for success is measured in terms of comparison. There will always be those who are economically not self-sustaining. And legislation cannot cure these ills, for they are the ills not only of mankind. They exist in every form of nature."

Remember Achievements

"It is also important to see clearly that, by comparison, life insurance has done an outstanding job. It is necessary to remember that life insurance has furnished to the United States a far greater degree of security, of individual initiative and thrift, of recognition of the individual's obligation to society, of desire to provide for oneself and one's dependents in order to relieve society of this burden, than can be found in any nation in the world."

"Let us remember, as we continue our vigorous efforts to solve these current problems, as we continue to strive unceasingly to better serve the public, that we have a proud heritage, that we have a sparkling record of dependable performance in the public interest, that we are engaged in a humane service."

"Remembering this in all humility, we can hold our heads high, and gain renewed strength and determination to meet successfully any and all of the challenges which time may bring."

"One of the factors which has shaken us from any feeling of complacency which may have existed is certainly the TNEC study of life insurance. The N. A.

94 YEARS of
DEPENDABLE PERFORMANCE



Why I Chose Sixty-Five-Special

1. " . . . Like most people, I had two important financial objectives . . .



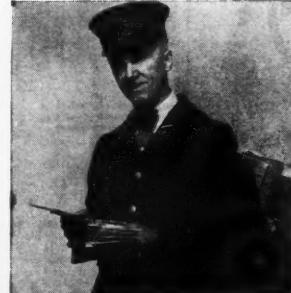
2. " . . . I wanted a comfortable income during my retirement years—to be absolutely sure that my wife and I wouldn't ever need financial aid from our children . . .



3. " . . . and, in the meantime, I wanted to be certain that if anything should happen to me, the security of my family would be guaranteed . . .



4. " . . . this dual problem bothered me until I heard about Connecticut Mutual's Sixty-Five-Special. Now I have complete peace of mind . . .



5. " . . . for when I reach 65, the mail man will start delivering a check every month for as long as my wife and I live . . .

6. " . . . or, if I prefer I can get the whole amount in a single cash payment . . .

7. " . . . or, if I don't want to retire then, the insurance protection can be continued for the full amount—without my paying any more premiums! . . .

8. " . . . and, my family will be guaranteed an income which will provide them with food, clothing, shelter and the other necessities of life if I die prematurely . . .



9. " . . . this wonderful contract also provides that if I am laid up for six months or more, all premiums will be paid by the Company."

Modern Contracts for Modern Needs

CONNECTICUT MUTUAL
LIFE INSURANCE COMPANY • HARTFORD

Chairman of Philadelphia Convention Committee



MILLARD R. ORR

One of the busiest men in Philadelphia this week is Millard R. Orr, general agent Massachusetts Mutual, who is general chairman of the local convention committee.

L. U. has been most friendly and cooperative with the TNEC. Even though this study uncovered no faults or weaknesses of which we were not already fully aware, it did help us to focus our eyes more searchingly on these faults and weaknesses. In doing that, it gave us a greater urge to correct and eliminate these. This we have repeatedly and publicly acknowledged.

Methods Are Criticized

"The N. A. L. U. welcomed the TNEC study, just as it would welcome any fair, impartial and objective study.

"We have been critical not of the study itself, but rather of some of the methods used in conducting it. Furthermore, we have been and are suspicious of the motives of some of the individuals conducting it.

"I have a deep conviction, based on first hand observation and close study, that there are some individuals in Washington who would not strengthen, but who would scrap the institution of life insurance as a private institution just as there are some who would not strengthen but who would scrap our system of democratic government.

"There are some individuals in Washington who undoubtedly favor federal regulation and control of life insurance because they see this as a means of controlling the 30 billion dollars of assets of the 64 million policyholders. Let us remember that every leader of state socialism from the time of Karl Marx has advocated that the first and most important step toward state socialism is for the state to gain control of the savings of the people. Life insurance represents the last large reservoir of free savings in this country.

Centralized Government

"Let us remember that there are those who, while cunningly arousing distrust and fear of big business, are vigorously advocating big centralized government.

"Let those few within our business who may unqualifiedly approve the TNEC study because they believe it has jarred our complacency remember that the propaganda power of the federal government is so great that there is danger that in jarring our complacency, it may also unduly jar public confidence in the institution of life insurance. In other words, the operation may be so successful that the patient dies.

"Let us not be deceived by those who

smilingly assure us that they are the friends of the field forces; that they simply want to help unshackle us from the chains of a selfish, capitalistic management. This appeal to class prejudice, class consciousness, and even class hatred has succeeded far too often in other fields. Let it not succeed in the life insurance field.

"I am not cynical. On the contrary, I am a trusting individual with a great faith in the fundamental honesty of mankind. But when I read statements in the TNEC testimony to the effect that the agent renders no service, that he represents an economic waste, that he is a high pressure artist, statements put into the official record by individuals who then assure us unofficially off the record that they believe we are the backbone of the business, then I am at least constrained to keep my guard up.

Landing a Few Punches

"Furthermore, if it is necessary to let fly a few punches to ward off attack, I believe that the institution of life insurance with the public's support of which it is deserving can successfully meet the challenge. After all, this is our government—a government of the people, and

a government subject to the dictates of the people. It is the duty of the people to impose their wishes on government.

"Just so that there may be no doubt as to where we stand, I repeat that the N. A. L. U. would unalterably oppose the invasion of the federal government into the field of life insurance regulation and control.

"We have no quarrel with a federal government which takes over those functions which cannot be successfully carried out by state and local governments. But it is our right and our duty to place a restraining hand on the grasping arm of a federal government which reaches out to take over those functions which can be and are being successfully conducted by state and local governments.

Oppose Further Encroachment

"The N. A. L. U. would also unalterably oppose the further encroachment of the federal government into the field of life insurance and annuity selling, a field which has been soundly and efficiently developed through the initiative of free private enterprise.

"I firmly believe that the N. A. L. U. not only has the overwhelming support of all life underwriters, but that it can enlist the support of the 64 million pol-

icyholders and the public should it be needed. Unless the trend toward paternalism is checked, I believe that the support of the public will be needed.

"We cannot afford to wait until such time as the threat may materialize. It is the duty of the companies as well as of the great army of life underwriters to further enlighten the public on the fundamental issues involved. It is our duty to the nation to do this.

"When I refer to governmental encroachment, I do not, of course, refer to social security.

"The N. A. L. U. endorses a sound system of social security. As a matter of record, the 185,000 life insurance men and women in this country have done and will continue to do more to educate the American public to the workings and the benefits of social security than any other agency.

Man's Fundamental Desire

"The tremendous growth of the institution of life insurance is testimony to the fact that the desire for security is perhaps the most fundamental desire of mankind. The introduction of social security is added testimony to this fact. It would indeed be cruel for any political party or candidate to abort such a fun-



An American Symbol - 1845

Scarcely 70 years after the Declaration of Independence, this emblem appeared on the first policy issued by the Mutual Benefit. The Founders chose it as symbolic of the devotion to the welfare of others which is the spirit of Life Insurance. The Company they founded has itself become an exemplar of a genuinely

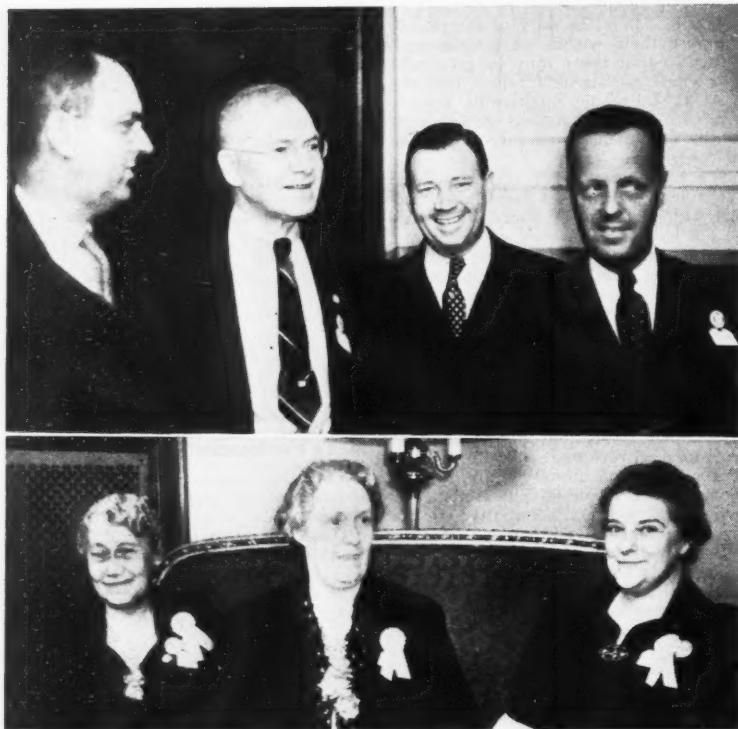
American spirit of cooperative enterprise. The Mutual Benefit began as—and still is—a group of policyholders united for their common good. It has grown to be a great Company through 95 years of adherence to the original principle that what is best for the policyholders is best for the Company.

THE MUTUAL BENEFIT LIFE INSURANCE COMPANY

HOME OFFICE



NEWARK, N. J.



Top row: Henry H. McBratney, Provident Mutual, treasurer of the local convention committee; R. L. Jones, State Mutual, New York, National treasurer; Arch J. McQuilken, Fidelity Mutual, chairman registration committee; Charles Merz, executive secretary Philadelphia association.

Second row: At the women's headquarters: Mrs. Stella Brinton, hostess committee; Miss Sophia Bliven, manager women's department, Penn Mutual; Marion DuPaul, Penn Mutual, chairman hostess committee and sightseeing.

damental desire of mankind by selfish political exploitation.

"Those in political life must not make extravagant promises which will raise the expectations of the public far beyond any reasonable hope of realization. Disillusionment must ultimately be the bitter harvest of such planting.

"The public must be educated not only to the benefits but to the necessary limitations of social security.

"Old age pensions are a welcome substitute for the poorhouse. Old age benefits will provide a minimum living income.

"The American public must be made to understand that it cannot get security by simply voting for it at the ballot box. You must pay for security, whether you buy it through the government or through private institutions.

"Government cannot give you security. Government can merely offer you an additional channel through which you may pay for security. This we must never forget.

People Will Pay Deficit

"Under the social security act, government collects an increasing scale of direct taxes reaching a maximum of 6 per cent in 1949. But it is estimated that it will eventually require almost twice as much revenue to support the present scale of social security benefits. Who will pay the difference?

"The people will pay the difference. Either we will pay it in increased direct social security taxes, or we will pay it in indirect taxes. It will probably be the latter method, because that is the easy way, the politician's way.

"I emphasize these taxes because the American people must not only understand that they must pay for these benefits, but that if these benefits are expanded beyond our willingness or ability to pay them we shall not have security but rather the greatest degree of insecurity that we have ever known.

"The time tested system of private life insurance has provided and is successfully providing the means whereby the American people can supplement the

necessary minimum subsistence income provided by the federal social security. No additional government system is either necessary or desirable.

Asks Candidates to Speak

"The N. A. L. U. believes that these principles are of such fundamental importance that we would urge the presidential candidates of both major political parties to make to the American public at an early period of the campaign a courageous statement embracing these principles.

"But let us move on to some of the problems existing within our business.

"One of these is certainly that of compensation. Are average earnings too low? Is the present method of compensation equitable? A great many statistics are carelessly bantered about concerning the average earnings of agents. During my own testimony before the TNEC, a chart was introduced based on the information furnished by 27 companies on earnings of full time men in 1938. The study covered 23,923 so-called whole time ordinary agents. Many of the statistics which are so carelessly quoted are based on this TNEC study. I do not criticise the TNEC for publication of this study. I do state and so stated in the testimony that the study is incomplete and is therefore misleading.

Own Company Only

"Incomplete for many reasons. First, because it takes into consideration only earnings received from the company which the whole time agent represents. Numerous studies, including one recently completed by the N. A. L. U., show that only 75 per cent of the total income of the full time agent comes from his own company and 25 per cent from outside sources.

"Second, because more than 35 per cent of the men included in the study were first year men. These were put under contract in the calendar year of 1938 and actually averaged less than six months of field experience. Naturally the average for the entire group was

*The Friendly Company
Salutes You
one and all*

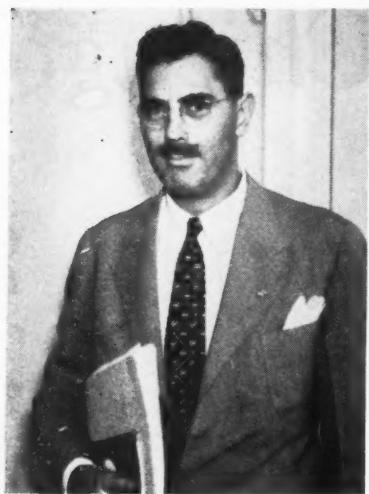
It is our sincere hope that you may enjoy and profit by attending this great convention. These annual events are planned for you—to give you ideas, inspirations—to give you the benefit of the experience and knowledge of your fellow agents.

The Friendly Company extends its best wishes for a grand convention to you—one and all.



PEOPLES
LIFE INSURANCE COMPANY
FRANKFORT, INDIANA

"The Friendly Company"



Ray Hedges, manager home office general agency Ohio National Life and secretary National association.

greatly lowered by the inclusion of first year men in this study.

"For example, 14 per cent of the men included in this study actually had no earnings in 1938. Even the most caustic critic of the agency system would agree that these men should not be included in arriving at any coverage of compensation. An additional 37 per cent had earnings of under \$250. Unquestionably, most of these men had been in the business for only a few months.

"In the third place, all of us realize that the agent who has been in the business for a comparatively short period of years receives a lower income on a given volume of business in those early years than he would receive in the same volume in later years when the full effect of renewals is brought into play. Because of the preponderance of new men included in this total study the averages would again be disproportionately low.

Have No Incomes

"In the fourth place, there are some men continued under full time contracts for sentimental and other reasons who have practically no income, due to disability or old age.

"The poorest measuring device ever employed is the use of averages. Averages are always low, they are always discouraging. In my opinion one of the greatest insults you can pay a man is to label him average and the poorest device by which you may measure yourself is an average.

"For the sake of comparison, let us consider the average earnings of agents of a representative company with first year men eliminated. This shows that second year men receive from their company cash income of \$875; third year men, \$991; fourth year men, \$1,416; fifth year men, \$2,073, and men with over five years of service, \$2,505.

Average Earnings, \$4,000

"A study recently completed, but not as yet released by the N.A.L.U., shows average earnings of all ordinary agents as slightly in excess of \$4,000. Admittedly this study emphasizes the favorable side because of self selection just as the T.N.E.C. study emphasizes the unfavorable side.

"The answer to the question, 'Are average earnings too low?' is Yes. The reason for this is that there are too many unfit agents in the business and that too many unqualified men are inducted into the business year after year with a consequent high turnover.

"Is the present method of compensation equitable? There is no doubt in my mind that we can and must adopt a revised method of compensation which will more equitably compensate the qualified agent for the services which he renders.

"There are at least four basic criti-

cisms of our present method of compensation: First, that the new man who does a better than average job receives a lower cash income than even a self-reduced standard of living requires. Consequently it is necessary that he either subsidize himself, be subsidized from some other source, or leave the business.

"Second, too much weight is placed on quantity as opposed to quality business.

Income Too Irregular

"Third, income is too irregular, due in part to the disproportionate emphasis placed on first year commissions and in part to the discontinuance of service commissions at the end of the 10th year.

"Fourth, no adequate retirement pension provision is made for the field forces.

"What has the N.A.L.U. done about this problem of compensation?

"First of all, the association for several years has had a committee studying the subject of compensation. This is at least proof of the fact that the National association recognized that a problem existed.

"In the second place, your president has frequently and as forcefully as pos-

sible pointed out to company officials the weakness of the present method of compensation as indicated above.

"In the third place, the association has encouraged a discussion of compensation so that some objective thinking and constructive suggestions might result.

"In the fourth place, your association was responsible for the appointment by the Sales Research Bureau of a committee which for almost one year now has been conducting an intensive study of this entire question. This committee is composed of life insurance presidents, life agency officers, actuaries, representatives of the Sales Research Bureau and of the National Association of Life Underwriters."

"I referred to the unfavorable influence upon average earnings by the large percentage of new men inducted into our business yearly and by the heavy turnover.

"All of these problems are inter-related.

"In 1936, at the insistence of the N.A.L.U. under the leadership of President Theodore M. Riehle, there was adopted the so-called agency practices code to which companies are now signatory. This code provides for the elimination of the unfit agent everywhere and of the part time agent in urban centers.



H. E. Belden, Union Central, Los Angeles.

"Obviously, the prestige and the morale of the life underwriter are both seriously and adversely affected by permitting large numbers of unfit and part timers to remain under contract and in contact with the public.

"Since the adoption of the agency

OLD KENTUCKY'S HOMES



"MY OLD KENTUCKY HOME"
Bardstown, Ky.



KENTUCKY HOME MUTUAL BLDG.
Louisville, Ky.

Kentucky Home Mutual Life Insurance Company

extends greetings to the National Association of Life Underwriters gathered in Philadelphia for its Fifty-first annual convention.

The Kentucky Home Mutual Life Insurance Company is an agency-minded company. It is built on a solid foundation, formed through economic management, sound investments, careful selection of business, prompt payment of claims, attractive agency contracts.

We can offer liberal agency contracts to personal producers of proven ability in Ohio, Indiana, Alabama, Florida, Tennessee and Kentucky territory. Write for details.

KENTUCKY HOME MUTUAL LIFE INSURANCE COMPANY

LOUISVILLE, KENTUCKY

ELLSWORTH REGENSTEIN, Pres.

LOS ANGELES SALUTES

THE NATIONAL ASSOCIATION
OF LIFE UNDERWRITERS



• CABRILLO BOULEVARD, THE WIDE BEACH THOROUGHFARE OF SANTA BARBARA AND THE MAIN HIGHWAY SOUTH TO LOS ANGELES.

The Managers and General Agents of Los Angeles shown on this page take this means of extending felicitations to the N.A.L.U. assembled in Philadelphia. We congratulate this great life insurance organization on its progress.

WALTER J. STOESSEL, General Agent
R. L. INGRAHAM, Associate General Agent
NATIONAL LIFE OF VERMONT
Southern California Agency

609 S. Grand Ave. Los Angeles

THE UNION CENTRAL LIFE INSURANCE CO.

MARK S. TRUEBLOOD, Manager
HENRY E. BELDEN, Assistant Mgr.

Southern California and Arizona Los Angeles

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COMPANY OF BOSTON

609 South Grand Ave. Los Angeles

W. T. SHEPARD
General Agent
THE LINCOLN NATIONAL LIFE INSURANCE CO.
"Link Up With The Lincoln"
 510 West 6th St. Los Angeles

H. S. STANDISH

Manager
SUN LIFE ASSURANCE COMPANY OF CANADA
 617 So. Olive St. Los Angeles

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 and Associates
MASSACHUSETTS MUTUAL LIFE INSURANCE CO.
 530 W. 6th St. Los Angeles 111 SUTTER ST. San Francisco

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WILLIAM H. SIEGMUND, General Agent
ROBERT S. NORTHINGTON, Agency Service Manager
THE CONNECTICUT MUTUAL LIFE
INSURANCE COMPANY
 609 S. Grand Ave. Los Angeles

WILMER M. HAMMOND
General Agent
AETNA LIFE INSURANCE CO.
 10th Floor, 810 S. Spring St. Los Angeles

J. S. MARR
Manager
RELIANCE LIFE INSURANCE CO.
 OF PITTSBURGH Associated Realty Bldg. Los Angeles

GEORGE H. PAGE, Manager
LOS ANGELES AGENCY
CALIFORNIA-WESTERN STATES LIFE
 418 Chamber of Commerce Bldg. LOS ANGELES



CHARLES E. CLEETON, C. L. U.
General Agent
OCCIDENTAL LIFE INSURANCE CO.
 650 S. Spring St. Los Angeles

practices code, steady progress has been made. Figures introduced by the TNEC show that each year since 1934 there has been a greater number of termination of contracts of full time men than has been the number of new contracts entered into. This has resulted in a steady decrease in the total number of full time contracts in force.

"At the same time, there has been a very marked decrease in the number of part time contracts in force.

"What has the N.A.L.U. done this year toward the further solution of this problem?

"First, it has repeatedly called the attention of company executives to this problem and urged the necessity of greater progress in its solution.

"Second, it has had an active committee under the chairmanship of Clancy D. Connell. This committee has cooperated fully with a similar committee of the Life Agency Officers under the chairmanship of D. Gordon Hunter. Our own committee has corresponded with every company not signatory to the code, and in many instances committee members have personally visited the home offices of non-signatory companies, to urge that they become signatory. Your president has also visited many home offices for the same purpose.

"Despite these and other strenuous activities, the results have been most disappointing. Only one additional company, Equitable Life of Iowa, has become signatory during this past year. We congratulate that company on its action.

Complaints of Laxness

"In the meanwhile, there are more and more complaints of greater laxness in observance by some of the companies signatory to the code.

"Your president has visited numerous home offices which were nonsignatory. He has frequently been told that the reason for being nonsignatory was be-

cause the general agents and managers did not want the company to enter into the code. This is a serious charge. If based on fact, then the problem is even more serious.

"I can state emphatically to all companies, signatory and nonsignatory, and to all general agents and managers, that the field forces not only desire but demand the elimination of the unfit agent everywhere and the elimination of the part-timer in even the smaller urban centers.

"A sampling of the replies to SEC Commissioner Henderson's letter to the field forces shows that 48 per cent of the field forces are opposed to any part-time men, an additional 52 per cent are opposed to part-timers except in rural territory, and only 3 per cent have no objection to the part-timer.

"It goes without saying that 100 per cent of the field forces favor the elimination of the unfit.

"Apparently, if further satisfactory progress is to be made, some new and additional means must be employed.

"If reform cannot be started from the top down, then let us start from the bottom up.

"Have the qualified life underwriters insisted that their own general agent or manager eliminate from the agency the unfit and part-timer? No company would dare oppose such a constructive move.

Local Association Influence

"Have local associations, and particularly local general agents and managers groups, adopted their own agency practices code? To an encouraging but still minor degree, this is coming about.

"If it is true that the unfit agent represents an economic loss to the policyholder, to the agency head, and to the company, then not only should there be no excuse for not vigorously cleaning up this stain upon our agency system, but there should be no further

*Greetings
TO THE
N.A.L.U.*

STELLA
GIBBS



GRANT
TAGGART

Congratulations on a year of outstanding service, and our sincere good wishes for another successful convention.

Official delegates, Stella Gibbs and Grant Taggart, bring to you personally our cordial greetings.

California
Western
States
Life
Insurance Company

HOME OFFICE

SACRAMENTO

P
acific Mutual Life
Insurance Company
extends greetings to
members of the
NATIONAL
ASSOCIATION
OF LIFE
UNDERWRITERS

GIANT
OF THE PACIFIC
HOME OFFICE LOS ANGELES, CALIFORNIA

alibiing by Agency Manager A that if he cancels the contract of an unfit agent, Agency Manager B will immediately place him under contract. Certainly we should not worry if our competitor is foolish enough to take a liability off our hands, for eventually he will bankrupt himself and cease to compete.

"In my opinion, one of the greatest services which the Sales Research Bureau can perform is to prove by research, and then stress the fact, that the unfit agent represents an out of pocket loss to the agency manager as well as to the company. The selfish appeal is a strong one.

"A third correlated problem is that of high turnover. An improvement in our method of compensation and wider participation in and stricter adherence to the agency practices code will have a significant favorable influence upon the reduction of turnover.

"We are making consistent progress in this direction. The selection of qualified men will always remain a problem, because it is one which deals with the human equation, an equation about which we lack much knowledge.

Reduction in Turnover

"A record of industrial companies having 80 per cent of the industrial life insurance in force, shows a 50 per cent reduction in turnover from 1935 to 1938. A similar record of 45 ordinary companies show a 12½ per cent reduction in turnover over a similar period.

"The introduction and wide use of scientific aptitude devices has been most helpful. The association can take much credit for bringing this about.

"Great progress has been made in training and education.

"Almost all companies have excellent sales training courses. Many conduct home office training courses at periodic intervals.

"In addition the Life Underwriters Association has made tremendous progress in this direction. In the past two

years over 32,000 life insurance men have enrolled in courses sponsored by the Life Underwriters Association so that they can have a more advanced type of training. Finally, there is the great contribution in education made by the American College of Life Underwriters, a movement which is growing at a gratifying rate.

"The introduction of a sounder method of compensation accompanied by a further elimination of the unfit and part timers, will bring about an improvement in the prestige and morale of the established man. In my opinion the greatest single opportunity for further cutting down turnover and strengthening the agency system lies in improving management and supervision.

Selection of Supervisors

"We have made little progress in the selection of the supervisory staff. The power of the good general agent and manager to influence the philosophy as well as the performance of the men associated with him cannot be overestimated. Here is an opportunity for further association usefulness.

"The Institute of Life Insurance under the able leadership of Holgar J. Johnson has embarked on a constructive program of public education, a program which is constantly being extended. One of the prime objectives of the program is to give the public a better appreciation of the services of the agent, and to bring a greater degree of prestige to the agent. A good portion of the value of these objectives will be lost until we make the career of life underwriting more respectable and more remunerative."

Carrie M. Bell, chairman of the women's division of the Des Moines association, returned from a one month's vacation on the west coast in time to entrain for Philadelphia.

Nelle Byrd Otto, chairman of the women's division of the Kansas City association, had two carloads of delegates from Kansas drive with her.

Pacific Mutual General Agents' Rally Ties In With N.A.L.U. Convention

The annual meeting of the Pacific Mutual Agency Association, as usual, was held in connection with the N.A.L.U. convention and about 20 Pacific Mutual general agents remained in Philadelphia for the N.A.L.U. proceedings.

The Pacific Mutual gathering was in Atlantic City. The feature was the introduction to the group of W. M. Rothaermel, the new vice-president and agency director, who was formerly vice-president of Continental American Life.

The entire group numbered about 70, including 45 general agents. The new president of the association is Walter Albachten, Detroit; Vice-president, Leo Hundley, Huntington, W. Va.; Secretary, R. B. Campbell, Cleveland; Chairman executive committee, Jul Baumann, Houston. Lem Swinney, Dallas, is the outgoing president.

Cassidy Presides

The first day a meeting was held of the executive committee with H. K. Cassidy, San Francisco, presiding. The next day was the business meeting of the association and then for two days a program was given of agency building talks under the theme "Pacific Mutual Agents en Tour Along Business Building Route." One feature was a panel discussion given by members of the executive agency department. Jens Smith, manager of agencies, presided. The other participants were: Malcolm White, manager of field training; Floyd Forker, manager sales promotion; Walter Hoefflin, field supervisor.

Dr. L. H. Lee, medical director, made a big hit in addressing a luncheon meeting on the subject of medical selection illustrated by lantern slides.

At the president's reception and dinner

the featured speaker, of course, was President A. N. Kemp. Mr. Swinney presided.

At one of the luncheon meetings the speaker was Don Francisco, president of Lord & Thomas, advertising, on "Life Insurance Selling Trends in a Changing World."

J. M. Holcombe, Jr., manager Sales Research Bureau, conducted a two hour discussion on morale building and problems of agency leadership.

An exceptionally popular feature was an idea forum with 14 general agents each speaking five minutes. Ted Dreyer, Oakland, Cal., was in charge.

New Zipper Wallet on Display

A new visual zipper wallet is on display at the Bellevue-Stratford Hotel, convention headquarters, at the booth of Modern Sales Aids, Chicago. It has five transparent celluloid jackets, each with a capacity for two policies, and a programming card. It can be secured in several types of leather. A special convention offer is being made of one free wallet with each order for one dozen.

Miss Bliven Has Busy Week

Miss Sophia Bliven, Penn Mutual, in charge of women's entertainment, was busy days before the convention, getting everything under way so that the first moment a visiting woman agent arrived in town she would be made to feel welcome and at home. Sunday, Miss Bliven and her corps of assistants arranged sightseeing tours for all those interested in seeing points of interest in this historic city. Teas and buffet suppers were on the schedule every day so that everyone would have something to do, and a hostess in the coffee shop introduced lone diners when they entered.

Florence M. Robinson is president of the Life Underwriters Association of Windsor, Canada.

*Rugged as New England's
Rock Bound Coast*



STATE MUTUAL LIFE ASSURANCE COMPANY
OF WORCESTER, MASSACHUSETTS
INCORPORATED 1844

America's Fifth Oldest Life Insurance Company

Simon Reveals Keen Selling Devices

(Continued from page 10)

to be just the type of man I would enjoy chatting with some time. You don't mind, do you, if I introduce myself to him some day and when I am in conversation with him tell him that I have done some work for you that has pleased you very much indeed?"

"It is awfully hard for that man to say, 'No, I don't want you to do that, Mr. Simon.' And they never do. It is a very simple way of getting prospects."

"After I have secured that prospect's name, I call upon that man, perhaps a week later, and I actually introduce myself to him in the following way: I walk in and say, 'Good morning, Mr. Jones. My name is Simon, and I come here under rather peculiar circumstances today. About a week ago, I was inside talking with our friend, Mr. Prospect, and I happened to glance out the door and I saw you sitting out here at this desk. I turned to Mr. Prospect and I said, 'Who is that man out there?' and he told me your name. And I asked him if you didn't live in Long Island. He said, 'Oh, no, he lives in Jersey.' Then I asked him if you had two daughters, and he said, no, you only had one boy in college. I told him I would like very much to talk with you some time and I asked him if he would mind after I introduced myself to you if I told you I had done some work for him that pleased him very much indeed. I want to tell you what that work is, Mr. So-and-So.'

"That is the way I handle that introduction.

Develop Better Technique

"Of course it is important for us to remember that by constantly asking for new prospects, we develop a better technique for securing good prospects. After securing the new prospects, our next problem is the approach."

"In New York, we have learned that we must arouse the prospect's interest almost immediately, and we have found that the surest way to do that is to ask short, snappy questions. Therefore, after some introductory remarks, we proceed with questions such as, 'Are your policies lapse-proof, Mr. Prospect?'

"You all know what that is, of course. 'Or, 'Are your policies payable in one sum, Mr. Prospect?'

"If he says, 'Yes,' we ask, 'Why?' Or if he says, 'Oh, no, they are payable in income,' we say, 'What sort of an income have you arranged?'

"And if he explains that his policies have been put in trust, we say to him, 'Must you preserve all of the principal for your children?' Or if the policies have not been put in trust, but have been arranged under one of the other options where the principal is dissipated over a period of years, then we ask, 'Wouldn't you like to preserve the principal?' or if he explains his policies have been arranged on the income basis over a limited period of years, then we say, 'How old will your wife be when her income runs out?'

Asks About Dividends

"Questions such as these are designed to start the prospect talking about his life insurance. But if they fail to do so, then we proceed with questions such as these, 'What are you doing with your dividends?' If he says, 'They are being used in reduction of the premium,' we say, 'Why?'

"And when he tells us why, we usually say, 'For heaven's sake, you mustn't do that!'

"Or if he says he is leaving them to accumulate, we say, 'Why? What is your reason?'

"We may get him talking on this subject.

"And here is another good question: 'When are you planning to stop paying premiums, Mr. Prospect?'

"If he says, 'Well, I don't know, I

haven't thought about it,' we say, 'Well, do you want to continue to pay premiums until you are a man of 80 or 85 or 90 years of age, if you live that long? I wouldn't want to be in your shoes and not be able to look forward to the time when I can stop paying, and at a reasonable age, too.'

Who Owns the Insurance?

"One of the best questions of all is, 'How much of this \$40,000 insurance is really yours, Mr. Prospect?'

"And the prospect usually replies, 'Why, it is all mine.'

"Then I say, 'Well, Mr. Prospect, I am sorry, I haven't made myself clear. You say you have \$40,000 of life insurance and it is payable to your wife and daughter.'

"'Yes.'

"How much of that \$40,000 is really yours?"

"I told you it is all mine."

"Then I say, 'I haven't made myself clear. What I would like to know is how much of this \$40,000 is really yours and not your wife's and your daughter's. In other words, Mr. Prospect, when you reach age 60 or 65, when you would normally wish to retire, how much money will you have there in those policies that belongs to you that will do you some good and from which you can derive an income as long as you and your wife live?'

"Questions such as these seldom fail to start the prospect talking and if we can make him talk, we are well on the way to a real interview."

"Now before presenting any suggestions to the prospect, we try to find out what his ideas are. Accordingly, we usually ask, 'What do you want your life insurance to do for your family, Mr. Prospect?' and 'What do you want it to do for you?' If we can get him talking on this subject, we are certainly on the way to a sale. After he has told us what he wants to accomplish, we then return to the office to work out a program for him in preparation for the second interview, and because he has told us what he wants, it will be harder for him to refuse to buy when we show him how he can carry out his own plans.

"We carefully plan each return interview in advance.

"On the return call we open the interview by saying something that is intended to please the prospect, such as 'I have studied your situation very carefully, Mr. Prospect. You certainly have fine policies and they are all in splendid companies. In fact, they are in such good shape that there are only a few improvements that I can suggest.'

Outlines the Program

"We then follow this up with an outline of the program which we have prepared, commencing with the minor details that he is almost certain to approve of, details such as changing quarterly premiums to annual, and adding automatic premium loan provisions, or perhaps naming a contingent beneficiary and things of that sort. Then we say, 'Don't you think these ideas are fine, Mr. Prospect?' and we try to nod our head just a little bit. 'Don't you think they are fine ideas, Mr. Prospect?'

"When we come to the main features of the proposed plan, we say, 'You know, Mr. Prospect, I think your idea of arranging that income for your wife, or that educational policy, or that mortgage policy, or whatever it may be, is a splendid one. Don't you think so, too?' We nod our head again. 'Don't you think it is a splendid idea, Mr. Prospect?'

"We give him the credit for the idea. We try to make him think they are his ideas, even if they are not. Then we proceed to paint a glowing word picture

of the results he can accomplish by following the plan we have prepared.

"After we have completed our presentation, we say something like this: 'Don't you agree that this carries out your ideas to the letter, Mr. Prospect?'

"Sometimes they agree that it does. Then our sale is as good as made. However, most prospects don't say yes quite so easily. They usually offer some objection. While we should answer the prospect's objections to his entire satisfaction, we believe that before doing so, it is good psychology to restate his objection and make it even more emphatic than he did, because such an attitude shows that we are not trying to high-pressure him, that we welcome his opinion and are trying to look at the matter from his point of view. The result is he becomes more at ease and relaxes his guard. If the prospect fails to express any opinion, we try this: 'I wish you would show me a single flaw in this program of yours, Mr. Prospect, shoot it full of holes, if you can.'

Narrowing the Objections

"The chances are that he can't, but even if he can, we are narrowing his objections down to one or two definite points which we should be able to over-

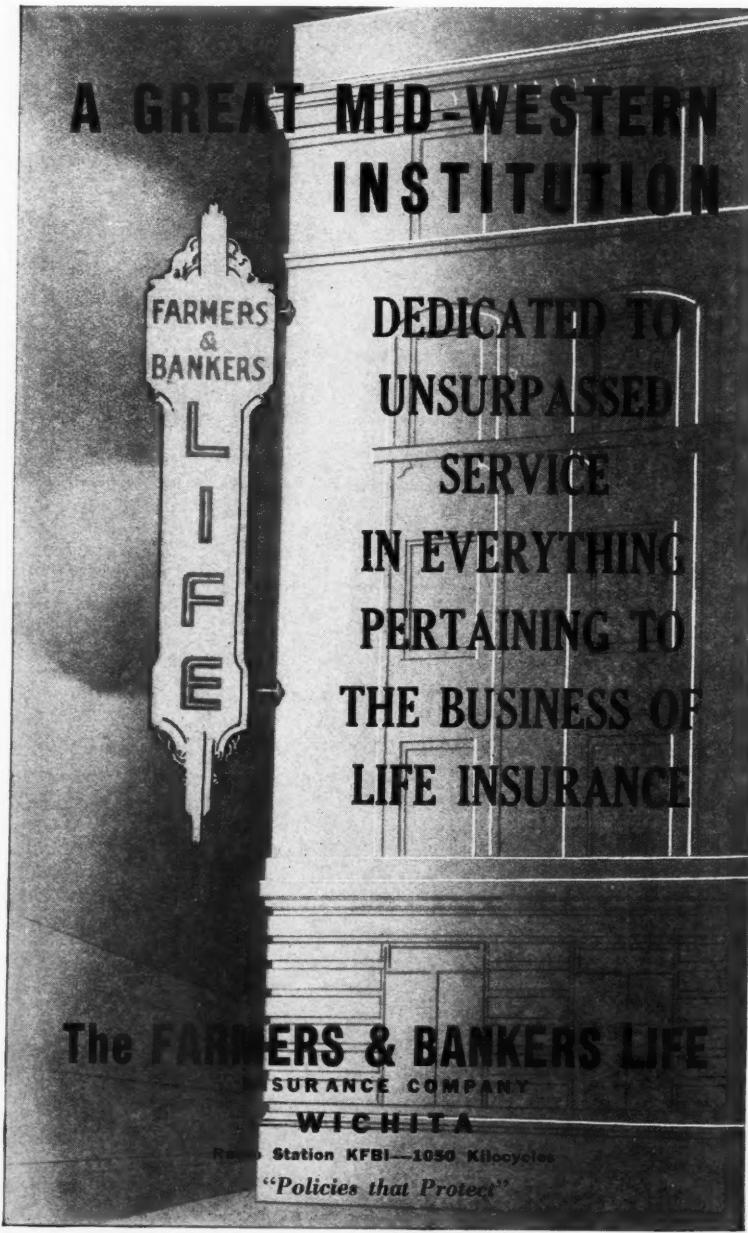
come. If the prospect hesitates and won't talk at all, then we say, 'I want you to give me a real reason why you shouldn't do this, Mr. Prospect.'

"And when he offers a reason, I frequently say, 'Oh, that is only an excuse. That isn't a reason,' and usually it is only an excuse.

"Now there is one thing that is the absolute opposite of salesmanship, and that is argument. An argument is a contest, and no one likes to lose a contest. Therefore, we believe it is good judgment to submit ideas to the prospect in a way that invites agreement.

Sidestepping an Argument

"I would like to give you one illustration of this idea. Many years ago, I called upon an old school friend of mine, had two or three interviews with him, had him examined for a policy, although I hadn't as yet closed the case. Finally after he passed the doctor, I went back to his office and chatted with him about 30 minutes and he agreed to buy, I think it was \$15,000 of ordinary life. I was completing the application when his father walked into the little private office where we were seated. The boy was in business with his father. As the father walked into the room, he said



to his son, 'What are you doing, Al?' 'Al looked up at his father and said, 'I am buying a new life insurance policy, dad.'

"The father said, 'What company are you buying it in?'

"He said, 'The Massachusetts Mutual.'

"Quick as a flash, the father said, 'Hugh, that is no company for you. You ought to buy your policy in the A-B-C Company,' and before I had a chance to say a word, he looked at me and said, 'Don't you argue with me, young man. Don't you say anything about it. I know what I am talking about. I used to be an agent for that company almost 20 years ago. I know they have always had the lowest cost policy; no use arguing about it. That is the company for you, Al.'

"Of course, I realized I was up against it and had to do something about it and do it quickly. So I turned to the prospect's father and I said, 'Well, I would like to make a confession to you, but I rather hesitate for fear I will get in trouble with my boss.'

"He said, 'What is it?'

"I said, 'If I tell you, will you give me your word of honor you will never tell my boss?'

"He said, 'Yes. What is it?'

Cites Recent Dividend Action

"I said, 'You know you are absolutely right about that. The A-B-C Company has always been recognized for many years as having the lowest cost policy in the country. Of course, you didn't know, though, that just a few years ago my own company increased its dividends to such a point that now we are a little bit less expensive than they are. Of course, you wouldn't have known that because that happened years after you left the life insurance business.'

"The father turned to the son and said, 'What did I tell you, Al? I am no fool. What did I tell you? Of course, I didn't know Simon's company raised its dividend. I know until recent years the other company was always the cheapest one in the country.'

"The son and I then proceeded with our conversation and I got the case.

"This case illustrates the value of sidestepping an argument the moment it raises its head and establishing a point of agreement as quickly as possible. If we can do this, we then continue with the interview, looking for another point upon which we can both agree. In this way, we are gradually leading the prospect to the close."

"My boys invariably try to close their cases by making an appointment for the doctor, and we have found the easiest way to do this is to get the prospect talking about his health. Therefore, if he looks heavy or looks thin, we ask, 'How much do you weigh, Mr. Prospect?' and regardless of his appearance, we ask, 'Have you ever had any serious illness?' Or we ask this question, 'Have you ever had an operation, Mr. Prospect?' and if he has, believe me, he will talk about it all right and it will be a cinch to have him examined.

Takes Man's Pulse

"And very frequently when I am talking to a prospect about his health, I lean over very casually, take hold of his wrist and pull out my watch, start to take his pulse, and while I am taking his pulse, I usually inquire, 'Does your heart palpitate when you run after a bus or a train?'

"Then I sort of mumble under my breath but loud enough for the prospect to hear, 'Eighteen in a quarter of a minute, that is times four is 72.'

"Your pulse seems all right to me, Mr. Prospect, but I will feel a whole lot better about it after you have seen my doctor."

"Another question we ask is, 'You don't drink much, do you, Mr. Prospect? You know the insurance companies are very particular these days.'

"Another one, 'Do you do much flying? How often do you fly?'

"Frequently these questions will make the prospect realize that he does not know whether he can pass and that it

would be a good idea for him to find out. We know from experience that if the prospect is willing to be examined after a sales interview of this kind, he is almost as good as sold.

"Here is another closing idea that works in a certain type of situation. You know very often we have the type of prospect who lets us talk, allows us to make a presentation, explain everything we want about the new policy and all its wonderful features, and he will just sit and look at us with a vacant stare, the kind that never commits himself, you don't know whether he is for you or 'agin' you; you know the type of prospect I mean. Sometimes with that type of prospect after we have completed our presentation, after he has had a chance to express any opinion, we say something like this, 'Now, Mr. Prospect, this is too important matter for you to give snap judgment on. After all, you know this is not a \$260 deal you are going into—if that is the amount of the premium—this is a \$10,000 transaction, Mr. Prospect,' assuming it is a \$10,000 policy. 'So you can see that you owe it to yourself to give it some very serious thought for at least a week or ten days' time.'

"For that the prospects will love you. You will be the only life insurance agent in a century who has told a man to take

his time and think it over and not hurry up and give a decision. He will love it and he will just naturally relax his guard, and he thinks he has gotten rid of you very easily. And you follow it up and say, 'Don't you think I am right, Mr. Prospect? Don't you agree you should give this careful thought?'

"The prospect always says, 'Of course, I think you are right, and I will.'

"Then we say, 'By the way, Mr. Prospect, there is just one thing you can do for me in the meantime. If my young man is in the neighborhood some time in the next few days, would you mind if I had him stop in and take your blood pressure and a specimen and listen to your heart, so we will know you are eligible if you should decide later on you are interested?'

"They almost invariably will stand for the examination under those conditions. And if the man will submit to the examination, you don't have to wait a week or 10 days or two weeks; it is so easy to wait just 24 hours after the examination has been completed and then go around the following day and say, 'Mr. Prospect, I just dropped in because I was in the neighborhood and there was one thing I wanted to tell you. You passed a fine examination. Your blood pressure is perfect for a man of your years. You are in splendid

Zimmerman Leaves Friday On "Unlaxing" Trip to Havana

C. J. Zimmerman, Connecticut Mutual, Chicago, the retiring president of the National Association of Life Underwriters, is preparing to "unlax" by leaving Friday with Vincent Coffin, vice-president of Connecticut Mutual, for a vacation trip to Havana after a strenuous year as president.

Penn Mutual Dinner

The Penn Mutual Life is holding a dinner for its field men at Lincoln Hall in the Union League Club on Wednesday evening preceding the President's Ball.

shape. By the way, while I am here, Mr. Prospect, there was one point I forgot to touch on a few days ago. May I sit down and take a minute or two more with you now?

"If you sit down, nine times out of 10 you can go right through and try to close him right then and there.

"I would like to stress a few sound principles which we always try to bear

(Continued on page 48)

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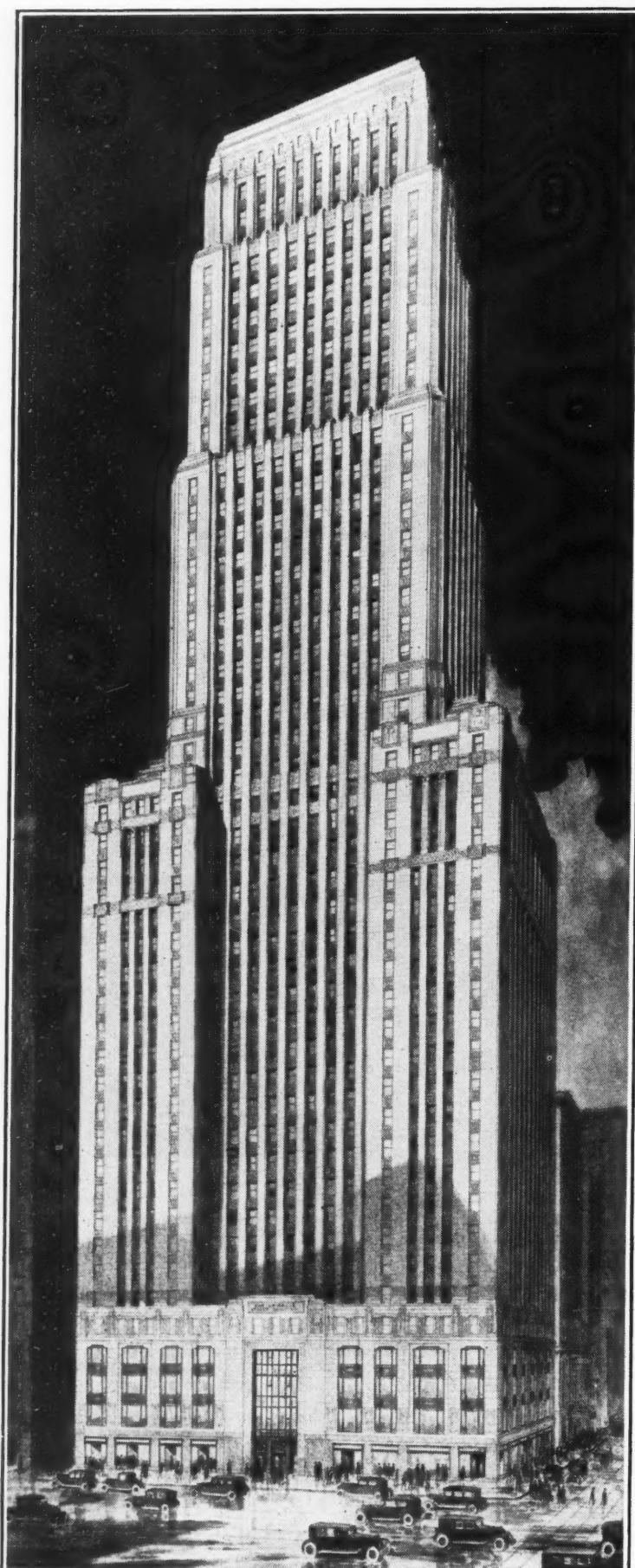
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Act Soon on Compensation "Reform"

(Continued from page 6)

Of the agents replying 71 per cent are not eligible for social security and 95 per cent of the ordinary agents are not eligible.

Eighty-eight per cent replied that they would favor a company plan as against social security. Of those now eligible for social security benefits, mostly industrial men, half are in favor of company plans. Almost all the others favor a combination of pension and social security.

Seventeen percent replied that they started in the business on a part-time basis before becoming full-time producers. A marked decrease is shown in those switching from part time to full time in 1936, presumably as a result of the enforcement of the agency practices code.

The replies on the whole indicated that the field force is demanding action and action they will get, he said.

Scheuer Reviews First Report

Following the presentation of the report, President Zimmerman, who is a member of the committee on compensation of agents appointed by the Sales Research Bureau, presented the portion of his annual report dealing with that subject.

L. B. Scheuer of Cincinnati, who headed the first committee ever named by the National association to consider this subject, said the report his committee presented at the Chicago meeting in 1934, laid stress on selection and supervision of men. He said he still believes those factors will go a long way toward solving the problem. The ideas of a service fee and pension plans have developed in recent years. If the proposed plans are adopted, he said, it will have a material effect on selection.

Can Be Settled With Companies

Mrs. John Boyle, Minnesota Mutual, Chicago, declared that there is no problem involved which can't be worked out with the companies. She said she was sure she could go to the president of her company to take up such a problem. She expressed strong opposition to any inclusion of life agents under social security. With that as the opening wedge, she said, the next step would be an attempt to regulate hours of work. "Life insurance people are not looking for anything for nothing," she said. Chairman Hodges referred to the fact that Mrs. Boyle is a Democratic committee-woman, and said that didn't sound like New Deal doctrine.

Beatrice Jones, Equitable Society, New York, said that these discussions

can't get very far, until companies and agencies learn to select people that are fitted to be in the business.

Floyd Holdredge of Hastings, Neb., said that with more satisfied men in the business, it will be easier to attract good agents.

The question was raised from the floor as to what protection the man established in the business would have against the cancellation of his contract, thereby losing his vested interest in his renewals. President Zimmerman said one question which had come before the committee was what a renewal commission is. If it is a deferred first year commission, it can be vested. If it is a service fee, a man who does not remain in the business naturally can't receive it. Under the plan proposed, pension rights would be vested.

Ed. L. Allison of Tulsa, Okla., questioned the adequacy of the sampling reported by the committee, especially as to the attitude toward social security. He said it didn't agree with the opinions he had heard expressed at association meetings and that his own association at a recent meeting favored inclusion under the social security act. He said many agents have resented the action of the companies in endeavoring to have their agents excluded.

Many Criticize, Won't Suggest

President Zimmerman admitted that the sampling was small, only about 10 per cent of the membership of the National association, but said every possible effort had been made to have the questionnaires returned. Many members, he said, are quite willing to criticize but not to suggest. He said it was not suggested that agents be excluded from social security. If the companies are willing to give them equal benefits, so good. If not, they probably would prefer social security.

O. D. Pritchard, Indianapolis, said he believed a large percentage of those present had been with more than one company. To get out of an intolerable situation, he said he had had to sacrifice his renewals accumulated over a period of 10 years. Unless all companies operate under a similar plan, he predicted that there would be trouble. He said his company pays salaries to new men, who are therefore under the social security act. They may have worked for a half dozen employers previously, but still would be eligible for social security benefits.

Paul Conway, Syracuse, said there had been many complaints from agents in

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recent years that the companies are continually taking something away from them, in taking away old contracts, raising rates, etc., and a pension plan involving contributions from agents might bring further protests.

Is Average Agent's Position Given?

Fred Ditmars of Newark questioned whether the feeling of the average agent in the average association was being given proper representation. "The men here are receiving adequate compensation," he said. "The fact that they are here proves it. We want to be sure that we have the other fellow's viewpoint. If it is stated that they don't want social security, I don't believe it."

G. A. Brown, Penn Mutual, Chicago, brought up the case of a man who changes companies but continues to service the business, and said that renewal provisions might be such as to tie him with a ball and chain. President Zimmerman said that if an agent remains in the territory and continues to service the business, he feels that an arrangement will be made whereby the agent will continue to receive renewals, although he admitted that it would require a working arrangement among the companies.

H. C. Brown, Wilmington, Del., strongly opposed any social security participation and said he wanted to be regarded as an independent contractor. "Most of the men in this business got into it because they wanted independence," he said, "and if they're not satisfied, they ought to get out."

Tells of Working Up Big Case from Cold Approach

(Continued from page 7)

sured her that it was not difficult to answer the questions on one of our medical forms which I would gladly leave with her to read before seeing our doctor. This interested her very much.

I then learned the approximate size of her estate and an amount of insurance to provide for the taxes was ordered so that she might give the matter her consideration. When the insurance was ready for delivery I was asked the question, how much of this could she have tax exempt. I replied that \$40,000 was available and she stated that there was no reason for any additional insurance because this could be used for tax purposes.

I then suggested that the tax fund could be made tax exempt by arranging for her husband to provide for the annual premium inasmuch as he had sufficient income. She more or less agreed with this, but thought that if she took the additional insurance she would prefer to have it made payable to her children the same as the contract which she would own.

Ran Into Complications

I then ran into a lot of complications, the biggest one being that the prospect was very reluctant to talk further about life insurance. She finally asked one question; that was, if her husband would have the right to change the beneficiaries on the policies, to which I replied that he had as the owner of the contract all the rights and privileges contained in the contract. She then stated that she did not think she would want to discuss insurance any further. Apparently there was some unanswered objection which she would not state until it was suggested that the children be named the beneficiaries in equal shares or to the survivors thereof and that the beneficiaries could not be changed without the permission of both the owner and the insured, namely husband and wife.

This would mean that in the event of the wife's death the beneficiaries could not be changed and the proceeds would go to the children; however, if the husband and the owner of the contract

predeceased the wife, some provision for the continuance of the contract would be made. If the money was not available the paid-up insurance feature was to become operative. The husband also insisted there would be no beneficiary changes. I later learned the objection was that the wife believed her husband might use the policy proceeds after her death for his own personal benefit or might possibly remarry and in that way the insurance proceeds would be benefiting some other woman instead of their children. An analysis of her estate and that of her husband is now being made.

How Millionaire Writes Large Number of Cases

(Continued from page 7)

life insurance alone can that value be protected, and thus I build him up to a point where he agrees that the first investment he should make is in a life insurance policy. It is easy, then, to include one or more package needs and properly insure them at the same time."

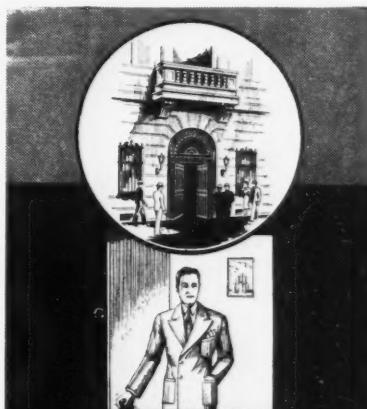
To illustrate his method, Mr. Carlin told about one case from a group of young men which has been responsible for his writing several hundred thousands of life insurance.

"I secured the lead from one of the sources I mentioned in the early part of my talk. The approach was made after the prospect had received a letter and a telephone call from me. He was just out of college, and was on his first job. I brought out in my talk with him that he was just entering an economic race, and that he was sure to far outdistance his lesser trained brothers unless the race were cut short for him through sickness or through death. As I helped him visualize the success he had a right to expect in his field, he saw the wisdom of insuring the time and money that had been put into his education.

"The case was closed for \$5,000 with disability and double indemnity. That was on Feb. 5. In August of the same year I had a letter from him telling me that he had been transferred to Oklahoma, was married, and wanted to change his beneficiary. On Sept. 7 I received word that my policyholder had died as the result of an explosion.

Father Expresses Gratitude

"When I called on his widow, who had returned to her parents' home in a small town near Columbus, arrangements were made to leave the money on deposit with the company because she was expecting a baby in a few months. When I started



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to leave her father, who was present, grasped my hand and said, "Young man, I want to congratulate you for what you have done for my daughter. I didn't know that Bob had any insurance—I thought Maxine was coming home without a dollar. I am a life insurance agent myself and I had advised Bob to wait until he was earning more money before he bought insurance."

"That story is one of my most powerful testimonies and I use it constantly when calling on young men. I sent to Oklahoma and secured the newspapers which carried a front-page story about his death. This, together with a photostat of the check which was drawn by the company and later returned, and the letter which his widow wrote me, make it possible for me to present a very dramatic picture of life insurance at work."

State Presidents' Dinner Has Turnout of 26

(Continued from page 16)

whetted and try out a few life insurance strike bills. Legislative activity, he contended, should consist mainly in opposing undesirable legislation.

John R. Knott Speaks

John R. Knott, Metropolitan Life, Charlotte, N. C., said examinations are required in North Carolina and the procedure is beneficial. The companies are not educating the agents as they should, he contended, and voluntary policing of the business to eliminate the unfit is not effective.

There was a discussion of providing continuity of effort in state associations by preparing for a flow of leadership. Jul Baumann, Pacific Mutual, Houston, said in his state, leaders are constantly being scouted and plans are made to promote promising talent from year to year.

Roy Ray Roberts, State Mutual, Los

Angeles, told about the annual dinner that is given for state legislators. He said the association has had splendid results from the employment of a paid secretary at Sacramento. He said that the agents' examination procedure in California is an "eyesore" because the new man is given a probationary period of six months before he is called for examination and during that period the damage is done.

Describes Connecticut Plan

Howard Krick, Connecticut state president, said numerical strength is important from a legislative standpoint. In his state insurance men in small towns and villages were given the privilege of becoming non-resident members at a reduced fee. During the first year of the plan membership was increased 40 percent.

Wallace Boileau, Massachusetts, emphasized the desirability of bringing into the ranks the weekly debit men. That provoked a lengthy discussion. E. P. Balkema, Northwestern National, Michigan state president, said the industrial men are likely to be much closer to the legislators than the ordinary producers. Others who entered into the discussion were G. P. Cannon, Florida, and P. B. Rice, Equitable of Iowa, Harrisburg, past state president.

The final speaker was Wright Scott, Lincoln National, Minneapolis, who said: "The way to stimulate membership is to come to Minneapolis for the 1941 convention."

Guardian Life Dinner

The Guardian Life dinner is being held Wednesday evening at the Penn Athletic Club. The home office delegation consists of President James A. McLain, Vice-president Frank F. Weidenborner; Geo. Mendes, superintendent of agencies, and Jack Slattery, agency secretary.

Millionaires Hold Their Outing at Absecon, N. J.

The pre-convention outing of the Million Dollar Round Table was held at the Seaview Golf Club, Absecon, N. J., with about 55 in attendance. Golf was interspersed with round table discussions on tax and estate problems led by N. H. Seefurth of Chicago. Enroute to Philadelphia, a stop was made at the country estate of James M. Stokes, New England Mutual, a round table member, near Philadelphia.

Ron Stever, Equitable Society, Pasadena, Cal., was in general charge of the outing and T. M. Scott, Penn Mutual, Philadelphia, had charge of the golf. M. M. Matusoff, Mutual Benefit, Cleveland, was low gross winner. Prizes in the kickers handicap were awarded to Roderick Pirnie, Massachusetts Mutual, Providence; S. H. Foreman, Penn Mutual, Chicago; J. E. Clayton, Mutual Benefit, Newark; Mr. Scott, J. H. Reese, Penn Mutual, Philadelphia; Paul Cook, Mutual Benefit, Chicago; Lester Rosen, Union Central, New York; H. W. Hays, Massachusetts Mutual, Rochester; Michael Alperin, Mutual Benefit, Boston; past state president.

Theodore Widing, Provident Mutual, Philadelphia.

Trustees, Officers Entertained

The Philadelphia convention executive committee entertained the National association officers and trustees at a dinner at the Union League Club Sunday night, with nearly 50 in attendance.

The appetites of some of the guests came near being spoiled when they discovered cockroaches on the plates when the dinner was served and bedbugs on the tablecloth, but they soon discovered that the "decorations" were all artificial and part of the entertainment program. Explosive caps also were placed under the waterglasses and in the books of matches which were distributed around the table. At the conclusion of the dinner each guest was required to tell a story, and as each man tried to outdo his predecessor, there were some extremely tall ones on tap toward the finish.

Helen Wolfsohn, president of the New York League of Life Insurance Women, expected close to 100 members of the New York women's division to attend the convention.

Do You Want A General Agent's Job? Excellent Opportunity

You must be able to—

1. Write personal business of a substantial amount.
2. Attract good men.
3. Educate them in the fundamentals of life insurance underwriting.
4. Successfully demonstrate to them the writing of life insurance.

If interested, write immediately to

HUGH D. HART, Vice-President
Director of Agencies

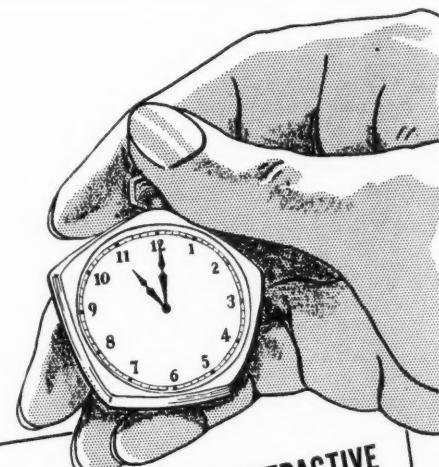
ILLINOIS BANKERS LIFE Assurance Company

MONMOUTH, ILLINOIS

LIFE

ACCIDENT

HEALTH



NOW IS THE TIME TO CONSIDER THE ATTRACTIVE
GENERAL AGENCY OPENINGS OFFERED BY VICTORY

You are in Philadelphia to better yourself for the future, to get ideas—exchange views with fellow agents. We believe we too can contribute something to your future success. Let us tell you about the strong financial position of the Victory Life and the attractive general agency openings available in Missouri, Kansas, Nebraska and Texas. Now is the time to write to E. E. Shurtliff, Vice-President and Asst. Gen. Mgr.



KNOW THE STRENGTH
OF VICTORY

JAMES A. ALLEN, President
W. J. BRYDEN, Gen. Mgr.

VICTORY
Life Insurance Company
TOPEKA KANSAS

Diversified Card is Presented

(Continued from page 8)

it tied in with the prospect's situation. He was shown to have sold an educational policy that tied up income which the widow needed urgently, with overlooking the fact that the insured had lapsed a policy, with failing to arrange income option for a \$10,000 policy, and having neglected other angles of the insured's program.

Holcombe Sums Up Trial

Manager J. M. Holcombe, Jr., of the Sales Research Bureau, in summing up the trial pointed out that John Q. Agent's general agent was no less guilty than the accused, making the offense not only "malfeasance, misfeasance and non-feasance," but the more serious one of conspiracy. In asking for a verdict on the offending general agent—whom the audience quickly adjudged guilty—Mr. Holcombe said the one mitigating feature was that the general agent had cancelled the agent's contract, even though his volume of business was such as to be a strong temptation to keep him on.

Mr. Holcombe pointed out that the concept of holding the agent responsible for the widow's plight is a comparatively recent development, one that would not have been thought of 20 years ago.

Saying that Mr. Agent was convicted first of lack of knowledge and of skill, Mr. Holcombe said:

"He refused to join his local life underwriters association and thereby learn about his business. He refused to study for the C.L.U. examinations. He didn't know that the policyholder had lapsed a \$5,000 policy nor that he was playing the stock market. He showed his lack of skill by never going to the home of the insured, Mr. Crane, and left Mrs. Crane with the idea that insurance was complicated, hence she was unfriendly to it. He sold an educational policy, tying up the proceeds. He sold all he could to each person and then went merrily on his way."

Didn't Prepare for Job

"He never took the trouble to keep records of calls and interviews. He didn't prepare himself for his job—he thought his general agent had a lot of peculiar ideas—and that notion isn't limited to this particular agent."

"Because the general agent failed to change this attitude, they are both to blame for the situation in which the Widow Crane finds herself. Thus lack of knowledge, ignorance and carelessness become a crime against society. It ceases to be criminal negligence and becomes the much more serious one of conspiracy. For failure to maintain morale the general agent is responsible."

List Four Objectives

Saying that the general agent should concentrate on lifting men more nearly to what they are capable of, Mr. Holcombe urged that general agents do the following for their agents:

Develop their skill, for even with a vast amount of accurate knowledge the agent may lack the needed skill in handling it.

Find and create wants and intensify them. Mere success is not enough of an objective. There should be specific goals in the way of wants for himself or his wife.

Develop in the agent a bigger concept of himself. The man is rare who can do it for himself and for every one who can there are hundreds who let their imaginations tear them down instead of building them up. Bigger concepts might include being the first man in the agency to produce a quarter-million, or being a better citizen. Situations in the agent's life will indicate means which can be used to build a bigger concept of himself.

Sharpen his objectives, so that each stage of attaining these aims will be tied to some definite date in the future. Get the agent to agree not only that he can achieve these goals by the agreed-upon dates, but that he will achieve them.

In his opening remarks Chairman Witherspoon recalled the genesis and development of the general agents' and managers' section and declared that never was leadership in the business more vital than now. Saying that we are in a period of contracting economy, he predicted that in the future there will be more emphasis than ever on economy and efficiency in management.

Zimmerman Speaks

President C. J. Zimmerman of the National association pointed out that many of the things which it would be desirable for the life insurance business to do cannot be accomplished without further improvement in efficiency. He emphasized the need of looking below the surface in considering new or old ideas to determine if they are really basic and then refusing to budge from those principles which meet this test. Sympathetic tolerance for the field and its problems should be regarded as one of these basic principles, he said.

For the third time the Los Angeles General Agents' and Managers' Association won the Managers' Magazine cup for the best association activities during the year, thereby gaining permanent possession of the cup. W. W. Hartshorn, Metropolitan Life, Hartford, chairman of the award committee, made the presentation to Roy Ray Roberts, State Mutual.

Hicks Is Honored

Spiller Hicks, Provident Mutual, Roanoke, received an engraved silver cigarette box for the year's best contribution to the Managers' Magazine. Vincent B. Coffin, vice-president and superintendent of agencies Connecticut Mutual, made the presentation. In accepting the award Mr. Hicks recalled that as a young man with the Provident Mutual he had won a company contest and received the award from Mr. Coffin's father, Seward Coffin of Albany, N. Y., and formerly general agent there for the Provident.

Millard R. Orr, general agent Massachusetts Mutual, welcomed the gathering as chairman of the Philadelphia convention committee.

Much Metropolitan Talent Present

Metropolitan Life has a battery of executives at Philadelphia, including Vice-presidents Cecil J. North and Arthur Tretheway and these superintendents of agents, John H. Almy, Walter S. J. Shephard, Glen J. Spahn and Austin Schussler.

Northwestern Mutual Rally

About 125 Northwestern Mutual Life representatives will gather Wednesday evening for a company dinner. Grant L. Hill, superintendent of agents, heads the home office delegation, the others being W. R. Chapman and Warren Lundgren, assistant directors of agencies.

R. J. Wetzel's 20th Convention

R. J. Wetzel, Kansas City, Mo., is attending his 20th consecutive National association convention. He was the first C.L.U. in Kansas City, receiving his degree in 1929, and the first in the Pacific Mutual Life, which he represented as general agent in Kansas City for 20 years, retiring from its service last March.



Introducing...

A New ZIPPER Visual Wallet

Complete with Five Transparent Celluloid Jackets—each with capacity for two policies—and one Programming Card.

Made of a new material—possessing all of Genuine Leathers finest qualifications—Richness of Color—Elegance of Appearance and Feel. Choice of LIGHT TAN PIGSKIN GRAIN or BLACK LEVANT.

*Builds Good Will
*Leads to Prospect's Confidence
*Brings Returns in Leads and New Business
*Costs Fraction of First Year Commission.

No. 273 Each \$1.65
6 \$1.60 ea.
12 \$1.50 ea.
Each wallet individually boxed. Additional jackets.....10c. each



Special Convention Offer
To NATIONAL UNDERWRITER READERS
One wallet FREE with each order for ONE DOZEN
(This Offer Expires November 1st)

Prices for quantities and additional descriptive material sent on request. See our display at the National Association of Life Underwriters Convention.

MODERN SALES AIDS
20 East Jackson Blvd. Chicago, Ill.

PROGRESSIVE

STRONG

Write if interested in a Permanent Connection



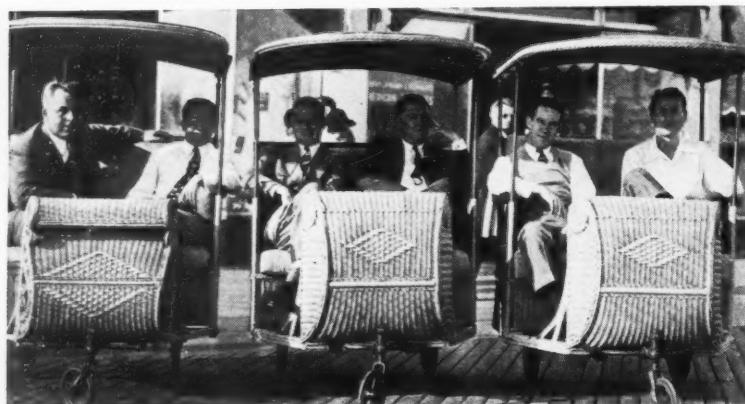
NORTH AMERICAN LIFE INSURANCE COMPANY

E. S. ASHBROOK
President

PAUL McNAMARA
Vice-President

JOHN H. McNAMARA
Founder

North American Building, Chicago, Illinois



"MILLIONAIRES" RECLINING AT ATLANTIC CITY:
O. E. Carlin, John Hancock Mutual, Columbus, O.; Herman Lasker, Mutual Life, Eau Claire, Wis.; Millard Orr, Massachusetts Mutual, Philadelphia; Grant Taggart, California-Western States Life, Cowley, Wyo.; W. T. Earls, Connecticut Mutual, Cincinnati; A. E. Gilman, Northwestern Mutual, Cincinnati.

Select Group of Women Leaders Hold Session

(Continued from page 10)
annuity contracts of life companies are unparalleled investments.

Agnes Bruder, also scheduled to appear on this panel was not present.

Miss Helen Rockwell and her panel consisting of Hermine Kuhn, Equitable Society, New York; Helen Zepp, and Sarah Smith, Equitable Society, Fairmont, W. Va., discussed tax savings through life insurance in masterful fashion, showing not only that they had a thoroughly comprehensive understanding of this difficult subject, but the means of offering invaluable aid to their clients and consultants.

They recommended for further reading two books, "Minimizing Death Taxes," by Winslow; "Minimizing

Clients' Taxes and Estate Shrinkage," by Brubacker, and the Diamond Life Bulletins.

Helen Summy, whose subject was "Selling Business Insurance on Our Own Main Street," declared this to be a neglected field and urged the women to take advantage of the opportunity.

"When two men are on a see-saw, what happens to one when the other gets off?" Miss Summy asked, using this as illustrative of the predicament one partner finds himself in when the other dies. Women, she said, are unfamiliar with selling business insurance, when their rightful prospects are their own grocer, druggist, banker, cleaner or laundry proprietor.

"The key man in every business organization is the one to contact for business insurance," she said.

Miss Anne Miller, Country Life,

★
Amicable greetings
to
51st ANNUAL CONVENTION
of the
National Association
of Life Underwriters
Assembled in Philadelphia
★

Amicable
Life Insurance Co.
WACO • TEXAS

Joliet, Ill., who told about her experiences selling insurance to farmers, drew a laugh when she quoted an ad for soap she had seen of a lovely girl and man with the caption "Love came to Lois" by remarking; "If soap could have done it I wouldn't be here!" Miss Miller gave such a graphic picture of her fun and success in working among farmers that several declared their intention of moving to Joliet.

Mrs. Meistroff presided at the banquet Monday evening which was attended by about 25 members. She announced that of 40 members this year who qualified, Equitable Society led with 16.

The speaker of the evening, James A. McLain, president of Guardian Life, made a magnificent address.

At the conclusion of Mr. McLain's talk, Sara Frances Jones moved a vote of thanks be extended to Mrs. Meistroff for what she has accomplished as chairman during the past year. Clarence Axman, "Eastern Underwriter," as usual invited all present to be his guests for refreshments.

Maine is ably represented by Harrington E. Simpson, Bangor, state secretary.

Alberts Unable to Give Talk Due to Father's Death

Word was received in Philadelphia Monday that M. Lee Alberts, Woody agency, Equitable Society, Chicago, would be unable to come to Philadelphia and take his scheduled place on the program on account of the death of his father. Mr. Alberts was to have been co-chairman of the seminar on work habits Wednesday afternoon, of which the chairman was Grant Taggart.

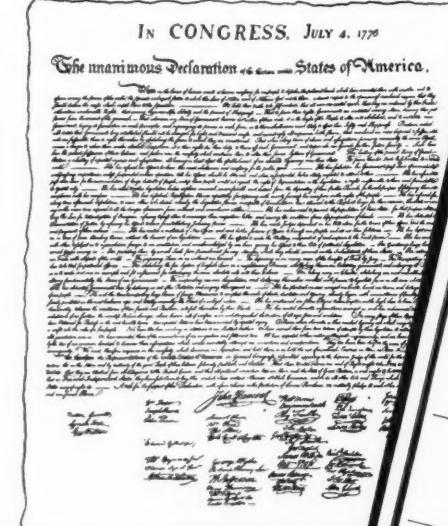
Girard Life Dinner Meet

The Girard Life is holding an informal dinner for its visiting agents at the Ben Franklin Hotel Wednesday evening at 6:30. G. A. Adsit, vice-president, is in charge. Officers and directors will be hosts.

Behan and Fischer Hosts

Vice-presidents J. C. Behan and Chester O. Fischer will be hosts at a dinner for Massachusetts Mutual Life representatives at 6:45 Wednesday evening at the Union League Club.

TWO DECLARATIONS OF INDEPENDENCE



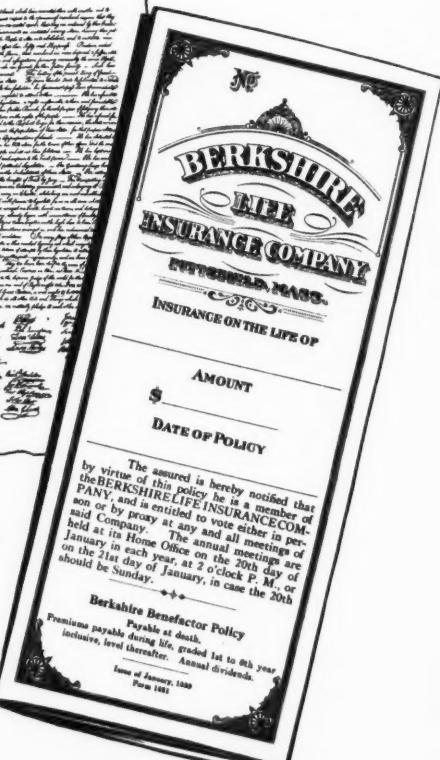
PEOPLES' INDEPENDENCE

On July 4, 1776 a declaration was signed in Philadelphia, granting to the American people the rights of FREEDOM OF SPEECH . . . FREEDOM OF PRESS . . . FREEDOM OF RELIGION.

This declaration can be summed up in two words—PEOPLES' INDEPENDENCE.

Today, you, the Life Insurance Underwriters, meeting in Philadelphia are carrying on that tradition by offering the American people another practical kind of INDEPENDENCE financial independence in the form of Life Insurance.

You have carried on this work effectively—but there is still much to be done in educating the American people to the value of your services. WE COMPLIMENT YOU ON YOUR SPLENDID WORK, and are confident that the inspiration received here will bear fruit and enable you to do even better in the future.



**BERKSHIRE LIFE
INSURANCE COMPANY**
INCORPORATED 1851
FRED H. RHODES, PRES. • PITTSFIELD, MASS.

SEE OUR DISPLAY

PLANET ROOM . . . BELLEVUE-STRATFORD HOTEL

The **NATIONAL
UNDERWRITER**

The Diamond Life Bulletins

SALESMANSHIP SECTION (Seven Volumes)—Subjects: Prospecting; Time and Work Control; Sales Talks; Programs and Audits; Settlement Options; Federal Income, Estate and Gift Taxes; State Inheritance, Estate and Gift Taxes; Wills; Estate Planning; Business Insurance and Annuities. Practically every sales problem encountered today may be solved by a study of this work. Monthly Supplements temporarily bound for Agency study. Monthly review of current tax cases decided by the courts.

STATISTICAL SECTION (Four Volumes)—The only monthly loose-leaf Service, giving rates, dividends and surrender values for all ages on 47 leading companies writing about 85% of the total business. Special clauses and special policies quoted verbatim. Always up-to-date. Complete, convenient, a time saver, a necessity in analyzing policies, a sure way to keep well informed. This Service has been in use in most of the progressive Agencies for twenty years.

THE D.L.B. AGENT'S SERVICE

(Three Volumes)

An abridged edition of the Salesmanship Section of the Diamond Life Bulletins for Agents, Supervisors and Assistant Managers. Brief, practical—full of selling ideas gathered from everywhere. Loose-leaf system with Monthly Supplements.

THE UNIQUE (MANUAL—DIGEST

All About COMPANIES

"3 in 1"

All About CONTRACTS

All About RATES, OPTIONS

Only \$5.00

VALUES, COSTS, Etc.

THE ESTATE-O-GRAF

the monthly rotogravure that sells life insurance by means of pictures!

—Paves the way for you—breaks down sales resistance
—Sells the "need" before you make the call
—Reinforces your verbal presentation with pictures
—Shows new uses for life insurance by striking illustrations
—It always gets in—sometimes when you cannot
—It is persistent, brief, but convincing

Ask Any National Underwriter Man!

THE LITTLE GEM LIFE CHART

Only Book of its kind, showing BOTH "New" & "Old" Settlement Option Incomes

First
in its field

—in scope of information shown
—in number of companies covered
—in features of special interest

First
in its field

Largest Circulation of any small reference book!

LIFE INSURANCE TEXT BOOKS

All books helpful to insurance men are obtainable from The National Underwriter

Recent "Best Sellers"

Corporation & Partnership Insurance	Simon	Sensible Selling
Planning & Selling The Basic Estate	Pirmie	Coffin & Engelsman
Calling the Life Underwriter	Cluff	Selection of Risks
The "C. L. U." books—The famous "Duryea" books, and many others!		Dingman
		Business Insurance—Sole Proprietorship
		Thorp

The "C. L. U." books—The famous "Duryea" books, and many others!

Stop at the Booths—your chance to "look them over"

The "NATIONAL UNDERWRITER" Weekly

All the news of your business, national and local—while it's real news!

Also Many Other Popular Publications Including
The Insurance Salesman **The Industrial Salesman**
The Life Agent's Companion

THE NATIONAL UNDERWRITER COMPANY

Atlanta

Dallas

Des Moines

Minneapolis

New York

Cincinnati

Toronto

Chicago

San Francisco

Detroit

Boston

Philadelphia

Round Table Names Nickell As Its New Chairman

(Continued from page 7)

business an average number of 18 years, and were in the business for an average of 6.6 years before writing a million dollars of insurance for the first time.

The total insurance owned by this group is \$13,066,600, indicating an average insurance estate of \$116,666.

Educational Background

Of this group, 61 went to college, 37 ended their higher education with high school, and 14 with grade school. Twenty-seven members, 28 per cent of the total, hold C.L.U. designations.

The total business written last year by these 112 men amounted to \$86,809,836. The average number of lives written by the group was 53. The largest number of cases written by a single member was 388, by Carey Selph, Great Southern, Houston. The next greatest was 247½, by Oscar E. Carlin, John Hancock Mutual, Columbus.

The percentage of business written by this group on old policyholders was 55 per cent.

In answer to the question, "Do you set a quota by the year, month or week?" 34 answered "no," 22 set an annual quota, 19 set a monthly quota, and 47 set a weekly quota.

"Four Sourpusses"

In answer to the question, "How do you think business for the next 12 months will be?" 16 answered "excellent," 48 "good," 36 "fair." Four were sourpusses, answering "poor," while eight did not answer this question.

Another question was, "Do you use direct mail?" To this, 50 answered "yes," 53 "no," and nine did not answer.

In answer to the question, "Do you keep a time record of calls?" 33 answered "yes," 53 "no," and 26 did not answer.

The morning session was devoted to brief presentations by six members of notable cases they have written and the answering of questions from the floor. The speakers were R. E. Sanders, Business Men's Assurance, San Diego, Cal.; John J. Kellam, National Life of Vermont, Norwalk, Conn.; E. M. Lillis, Northwestern Mutual, Erie, Pa.; O. E. Carlin, John Hancock Mutual, Columbus, O.; Roderick Pirnie, Massachusetts Mutual, Providence, R. I., and T. D. Harvey, Mutual Life, Chicago.

Much of the discussion was off the record, involving confidential personal affairs of clients, which neither they nor the agents desired to have publicized.

John P. Wenchel, chief counsel of the bureau of internal revenue, was the luncheon speaker, taking the place of T. N. Tarleu, legislative counsel of the United States Treasury, who was unable to be present. In the afternoon N. H. Seefurth, Chicago, conducted a round table discussion of tax and estate problems.

Glenn Is Mutual Benefit Host

James Glenn, Philadelphia general agent for Mutual Benefit Life, is to be host to his company group at a dinner at the Union League Club, Wednesday. The home office contingent consists of H. G. Kenagy, Vice-president; Bill C. Thurman, assistant superintendent of agents; J. H. Leaver, field secretary, and Charles Brewer, agency assistant.

Sara Frances Jones, Equitable Society, Chicago, who spoke before both the Women's Quarter Million Dollar Round Table and the women's general session, has been in the east for several weeks. She was in New York on business and then spent last week in Washington with her sister.

Harriet Sampson, secretary and treasurer of the Maine association, is the only woman agent to represent her state for the women's division.

COLORADO LIFE COMPANY DENVER, COLORADO

OPERATING IN:

ARKANSAS, TENNESSEE, TEXAS, OREGON, WASHINGTON, CALIFORNIA, IDAHO, UTAH, NEW MEXICO, COLORADO, WYOMING, KANSAS AND NEBRASKA.

AND ISSUING:

Low cost Participating Life Insurance
Low rate Non-Participating Life Policies
Combination Life, Accident & Health Policies
Family Group Life Insurance
All Standard Life Insurance Forms, and
Commercial Accident & Health Insurance

WE HAVE:

General Agency opportunities in the above states for experienced Life Insurance salesmen. We also have Special General Agency arrangements for Accident and Health business alone.

IF INTERESTED:

Write us, indicating territory in which you desire to locate.

COLORADO LIFE COMPANY DENVER, COLORADO

W. L. Baldwin

President

Why

has approximately 14% of all new life insurance written by Federal Life agents in recent months been on one particular plan—the Streamliner?

Because

the Streamliner is a combination contract providing Life - Health - Accident - Hospital coverage in one policy.

This combination comes in packages of all sizes from \$1,000 Life and \$25 monthly indemnity up to \$10,000-\$200. Rates are especially attractive.

That's why about one out of every seven new policyholders buy COMPLETE coverage in the Streamliner package.

FEDERAL LIFE INSURANCE COMPANY

ISAAC MILLER HAMILTON
Chairman

L. D. CAVANAUGH
President

CHICAGO

Ideal Protection Policy

A Convertible Term Policy for the Productive Period of Life

Policy issued at age 35 provides term insurance to age 69. The policy is convertible prior to age 60 without examination. Waiver of Premium and Accidental Death Benefits may be included. Also issued on sub-standard lives.

The Manhattan Life
INSURANCE COMPANY

Founded 1850
120 West 57th Street
New York, N. Y.

Women's Session Brings Forth Wealth of Ideas

(Continued from page 16)

phia; Corinne Loomis, Mrs. Meistroff, Alice Roche, Beatrice Jones, Mrs. Walter Craig, Sara Frances Jones, Anna L. Wiswell, Philadelphia; Helen Rockwell, Cleveland; Hermine Kuhn, New York; Helen Summy, St. Joseph, Mo., and Gertrude Leidy, Philadelphia. There were boxes of candy, cigarettes, flower corsages for everyone, invitations from Detroit and Minneapolis to visit them next year, greetings from Ann Freeman, "Miss Philadelphia" and her corps of colonial ladies, piano background—music by Sid Coleman, Penn Mutual; singing led by Marion Du Paul, Penn Mutual, and a national broadcast when the afternoon speakers presented a résumé of their talks over Mutual network.

Novel Afternoon Program

For the afternoon session Miss Roche, Provident Mutual, as program chairman, and Miss Beatrice Jones had contrived to bring together seven of the best informed women of the United States to tell their ideas on buying, and on selling. One of these, Miss Dorothy Dignam of N. W. Ayer & Son, New York advertising agency, whose resemblance to Lillian Gish belied her facility as an advertising authority, gave some novel ideas on pictorializing the selling of life insurance that should prove widely helpful.

"Use more pictures in your selling campaigns," Miss Dignam urged. "Show the picture of a retired school teacher living on her \$200 monthly retirement fund and realizing her pet ambition to raise prize dahlias. Show a picture of six-year-old Johnny on his joyful way to grammar school with an annuity policy for college tucked in his pocket. Show a young bride and groom happy in the security of a planned estate.

"Women like to open mail," Miss Dignam continued. "Send them top-flight sales letters and see what the momentum of a good direct mail campaign once started can accomplish!

Happy Family Life

"Women like happy family life," she concluded. "Show them how to guarantee it. They're susceptible to the arresting action of fear. Show them how to make their old age free from fear and worry. They enjoy friendly gossip. Tell them stories about other human beings like themselves that you've helped with your commodity." Other speakers on this panel were

Mademoiselle Mala Rubenstein, niece of the famous consultant, who declared beauty to be not a vanity but a necessity. Clara Zillessen, a utility company executive who said emphasis should be put on the human use, rather than on the mechanical perfection of what you're selling. Gladys Winegar, authority on textiles. Harriet Howe, of Washington, D. C., economist, who told about what the new informed woman buyer is looking for, in getting the fullest value for the money invested. Catherine Cleveland, a W.P.A. executive, who further emphasized that women want to know all about what they are buying, and Mrs. Chase Going Woodhouse, professor of economics at Connecticut College who, as coordinator summed it all up with the logical deduction: "Women will buy if they have something to buy with!"

Packed with pungency, the remarks of Corinne Loomis, a woman producer and manager of national renown whose yearly production averages close to half a million, closed the day's sessions.

"Why do women sell?" Miss Loomis asked and answered her own question this way:

"They sell to supplement their income."

"They sell because they like to sell."

"They sell because they're practical idealists."

"I'd like to draw a composite picture for you of the ideal insurance woman," Miss Loomis volunteered. "What does she look like? She walks erect, she is young in spirit, she has the guts to work on a commission basis, she has eyes in her mind, she is courageous, gay, kindly, thoughtful, she can discipline herself, and she firmly believes that life insurance is the most concrete, practical financial institution that man has ever been able to devise."

National Life Activities

Clifford Orr, Philadelphia general agent for National Life, and Mrs. Orr will entertain their company representatives at a cocktail party Wednesday evening at the Mask and Whig Club. Then will be held the company dinner with about 60 attending. The home office group includes President E. S. Brigham, Vice-President E. D. Field and Karl Gumm, assistant superintendent of agents.

Full Time Women Secretaries

Three women who are executive secretaries of local associations are attending the convention—Miss Joy Luidens, Chicago; Mrs. E. F. Spencer, Buffalo, and Miss Ann Brooks, Detroit.



A SALUTE to N. A. L. U. FROM PEORIA, THE HEART OF ILLINOIS

LESTER O. SCHRIVER

General Agent

Aetna Life Insurance Co.

301-305 S. Jefferson Ave.

The FREDERICK A. SCHNELL

Agency

The Penn Mutual Life Ins. Co.

Suite 600A
Commercial Merchants Bank Bldg.

NORMAN E. ANDERSEN

General Agent

THE MUTUAL BENEFIT LIFE INSURANCE COMPANY OF NEWARK, N. J.

1007 JEFFERSON BLDG.

3 IMPORTANT POINTS YOU SHOULD KNOW ABOUT GREAT AMERICAN LIFE

1. That your efforts with this company are being appraised by home office executives who are salesminded.
2. That the home office staff has intimate knowledge of conditions in the field through actual working experience.
3. That the management has always directed financial policies to assure Great American Life men they are selling the soundest possible insurance values . . . in the form of truly "scalable" contracts.

THE
**GREAT
AMERICAN**
LIFE INSURANCE COMPANY
HUTCHINSON :: :: KANSAS
WILL S. THOMPSON, President



Congratulations

to Agents of the

LAFAYETTE LIFE INSURANCE CO.

for producing the

LARGEST VOLUME OF NEW BUSINESS

in August for President Alexander's Birthday Month than in any previous August in Company's history.

General Agents' Contracts provide:

Office Allowance

Unusual Renewals

New Financing Plan

Bonus and Over-writing on New Organization

Territory: Ind.—Ohio—Ill.—Mich.—Iowa—Nebr.—Mo.—Tenn.

RANDALL G. YEAGER, Supt. of Agencies

(Home office) — LAFAYETTE, INDIANA



Above: Gale F. Johnston, St. Louis group divisional sales manager Metropolitan Life, candidate for trustee, and C. J. Zimmerman, general agent Connecticut Mutual, Chicago, president National Association.

Below: W. W. Hartshorn, Metropolitan, Hartford, trustee candidate, and W. M. Houze, John Hancock, Chicago.

Johnson's Talk Council Feature

(Continued from page 6)

Mr. Johnson expressed especial satisfaction with the results obtained from the institute's first movie, which was seen by well over 1,000,000 people, 615,000 at theatrical showings and around 400,000 non-theatrical. These included 250,000 at showings sponsored by associations or agents and 140,000 in schools. He said the number of people reached probably was greater than by the advertising campaign, in proportion to the expenditures.

New material now being put out includes a series of cartoons hooking up democracy and life insurance, for which 1,754 papers, all in the "grass roots" areas, have signed up. Those sent out so far have been especially well received.

Prepare Association Ads

The institute is now preparing a series of local association "ad" campaigns containing 12 pieces of copy and also a series of radio "spot" announcements. Furthermore, if 75 associations will agree to buy the radio time, the institute will prepare a 15-minute script and will pay the cost of preparation and making electrical transcriptions. Clip sheets containing material on life insurance are to be sent out to a large number of newspapers. Where local associations request it, they will be sent to the associations to be turned over to their local papers.

Mr. Johnson's talk was received with great interest and many questions were asked from the floor in regard to some of the details of the various activities.

An elaborate orchestral accompaniment was provided for the community singing opening the council's session.

The usual seating arrangement was reversed, starting the alphabetical designations by states at the back of the room, so that West Virginia, Wisconsin and Wyoming were in the front row. The attendance was rather sparse at the start, as most of the council members had just arrived that morning and the jam at the registration desk was such that they were not able to get up to meeting room on the roof of the hotel strictly on schedule. When they were all assembled, however, the attendance was the largest ever recorded at a national council meeting.

In opening the session, President Zimmerman reviewed some of the highlights of his annual report, which is presented elsewhere in this issue.

Vice-president Harry T. Wright spoke very briefly, devoting his entire talk to a eulogy of the work President Zimmerman has done the past year.

Now 365 Local Associations

The report of Secretary Ray Hodges showed that there were 364 associations as of June 30. One more has come in since that time, making one for each day of the year. Admission or reinstatement of 32 new associations in the past year was approved.

Roger B. Hull, managing director, reviewed the results of the past year—"where we are and where we're going"—stressing the TNEC investigation and the menace of government interference.

The afternoon session was given over to a clinic on local association administration, in charge of Earl F. Colborn of Rochester, at which committee reports which fitted in well with that subject

IN a season that sees mankind's "inalienable rights" crushed to earth and the eternal verities scorned throughout a large area of the world, it is highly appropriate that "National Association" members should foregather in the "City of Brotherly Love." The traditions that give Philadelphia its historic countenance are the very antithesis of the lunatic "isms" that subjugate and decimate decent humanity. Let them remind us that life insurance flourishes because of democracy and that democracy thrives the more bountifully because of life insurance.

LIFE INSURANCE COMPANY of VIRGINIA

BRADFORD H. WALKER, President Home Office: RICHMOND

Established 1871

The Farmers & Bankers Life Insurance Company

Operates under the Kansas Compulsory Reserve Deposit Law, and every policy ever issued by this Company is registered with the Insurance Department of the State of Kansas, and bears that Department's Registration Certificate stating not only that the policy is registered but that it is secured by a pledge of securities of the required type deposited with the State of Kansas in an amount equal to the full legal reserve on the policy.

HOME OFFICE, WICHITA, KANSAS
Radio Station K F B I — 1050 Kilocycles

**Greetings from
SCRANTON LIFE INSURANCE
COMPANY
SCRANTON, PA.**

WALTER P. STEVENS, President



Ohioans exhibit their banner which was later placed on display: Ray Hodges, manager home office agency, Ohio National Life; Judd Benson, Union Central, Cincinnati, C. Vivian Anderson, Provident Mutual, and L. B. Scheuer, State Mutual Cincinnati.

were discussed. Mr. Colborn spoke especially on two projects of the committee on association administration the past year, the survey early in the year, in which nearly 100 questions on every phase of local association practice were asked, with 225 associations responding, and the official handbook on association practices, which he said will be added to from time to time.

W. H. Andrews, Greensboro, N. C., chairman of the membership committee, reviewed the increases made in the past year which have brought the National association total up to nearly 33,000. While this may be a minority of the total number of agents in the country, he said it represents between 80 and 85 per cent of the business written.

How Boston Boosted Membership

He called on C. W. Wyatt of Boston to tell how the association there has built up its membership. Mr. Wyatt said the membership committee is named as soon as the officers are elected. Its chairman is the vice-president and ranking officer of the association. Ordinary and industrial agents and brokers are represented on the committee. This year an increase of 230 was made, bringing the membership up to the highest point on record except in 1936, when the National association convention was held in Boston, and the membership committee had a special talking point on that account. Now 45 per cent of the members are weekly premium men, which has resulted in better feeling and a better understanding.

He emphasized the necessity for a close tieup between the membership committee and the program committee, as the man who is solicited for membership usually asks: "What do I get?" A printed program for the entire year is prepared at the beginning of the season, with the names of all members included.

State Association Activities

O. D. Douglas, San Antonio, chairman of the committee on state and regional associations, told of the importance of such organizations and the progress that has been made in that direction.

A. B. Levy, Philadelphia, president Pennsylvania state association, said leadership is the first essential and also emphasized the necessity for cooperation by the local associations. Pennsylvania has 21 local associations and the state therefore has been divided into three

sections, eastern, central and western, with a vice-president in charge of each. One of the main requisites for successful operation is to let the local associations know what the state association is doing. He has therefore called meetings of local presidents, legislative and membership chairmen. Letters also have been written to all local presidents outlining their duties. Some of them when they take office, he said, don't know what it's all about.

Congress Held for Managers

A congress is held each year for special consideration of problems of general agents and managers and two general congresses, in the eastern and western sections.

Mr. Levy said he might be aiming at Utopia, but he had told the insurance commissioner he hoped the time would come when no one would be licensed as a life agent unless he is an association member.

Officers' Training Schools

Training schools for new association officers, one of the most important projects of the committee, were discussed by R. W. Hoyer, Columbus, president Ohio association. He said the carrying out of the idea has a great effect on membership. It is highly important to enthuse the new man and sell him on his job. He urged that every state association should have a committee on training schools which will be active throughout the year and not just before the school is to be held. Care should be taken to put on it the type of men that can really conduct a school. In Ohio the local associations are urged to elect their officers in the spring so that they can be brought in to a training school in connection with the state meeting in May.

Chairman Colborn commented that there had been more of these schools this year than ever before and urged still greater activity along this line.

E. H. Schaeffer, Harrisburg, Pa., said a get-together is held twice a year, at which the new officers are brought in and which really has the same effect as a training school.

Contacting Legislators Urged

C. Vivian Anderson, Cincinnati, chairman law and legislation committee, outlined the efforts he had made to get local associations to sound out candidates for Congress and the U. S. Senate as to their attitude on three points: (1) Sound money and a balanced budget, (2) government competition with life insurance and (3) the protection of life

Our Congratulations . . .

CHARLIE ZIMMERMAN

and our compliments include all who helped you make your year as National Association President one of outstanding accomplishment.

JEFFERSON STANDARD



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*Participating Life
and Noncancelable
Accident and
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help you
face the future
with confidence*

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Home Office
SPRINGFIELD, MASSACHUSETTS

Greetings
N. A. L. U.
from ILLINOIS' CAPITAL
**SPRINGFIELD ASSOCIATION OF
LIFE UNDERWRITERS**
SALUTES THE 1940 NATIONAL CONVENTION

insurance assets and reserves through opposing any form of government control. He rapped the local legislative committee chairmen for their inactivity in all too many cases, but cited one letter sent out to congressmen which he said might be used as a model and also gave some of the replies received from the legislators.

W. M. Duff, Pittsburgh, said life insurance men had been too placid and allowed themselves to be shoved around too much. He declared the business needs a Will Hays or Judge Landis and suggested either James A. Farley or Herbert Hoover for the post.

Chairman Anderson said he had made a visit to Rushville, Ind., to interview Wendell Willkie, and found him most cooperative. "The only thing I own that's always worth 100 cents on the dollar is my life insurance," he told Mr. Anderson. "If you think I'm going to let anyone monkey with that, you're silly. If you life men would organize to protect your business as you should, nobody ever would touch it."

John W. Yates, Los Angeles, reported for the committee on life insurance information. He listed 15 questions most frequently asked as to where information along certain lines can be obtained and gave the answers.

At his request, Frank Vesser, St. Louis, told of the Red Cross relief benefit conducted by the association there and the favorable result for the institution of life insurance.

O. Sam Cummings, Dallas, told of the policyholders' service bureau launched by the Dallas association, which has been widely publicized by the papers there. It is headed by one of the association officers and a committee has been named to serve with him. Most of the letters indicate a lack of fundamental information. The letters are referred to the companies where it seems desirable.

Probably the most favorable result, Mr. Cummings said, has been the favorable editorial comment in the papers. This has brought much favorable comment from policyholders who are not seeking the aid of the bureau.

If an association lets the people know that it is at their disposal to answer questions, it has done a bang-up public relations job, he declared.

The question was asked from the floor as to how many of these bureaus are now in operation, and it was stated that there are four.

The operation of such a bureau in Westchester county, N. Y., was described. It was set up at the request of the newspapers there, which run a "counselor column," giving advice along various lines, and asked the life men for their expert assistance. Questions that can't be answered through the column are handled direct.

A. E. Patterson, vice-president Penn Mutual Life and former National association president, closed the session with an inspiring address, following up Mr. Anderson's line of thought by insisting that all life men write their congressmen and senators, demanding that measures be taken which will help preserve the nation as a democracy and provide for the strongest measures of national defense.

Philip Works New Head Of Penn Mutual Group

Some 34 of the Penn Mutual Life's general agents, already in Philadelphia attending the National association convention, took the occasion to get together Monday morning at the home office for an election meeting of the Penn Mutual Agency Association.

Philip O. Works, Rochester, N. Y., was named president; Osborne Bethea, New York, will serve as chairman of executive committee; Fred M. McMillan, Los Angeles, and J. N. McLean, Jackson, Mich., vice-presidents; Ben Hyde, New York, treasurer, and Gaius W. Diggs, Richmond, Va., secretary.

After the adjournment of their business session the association members had lunch with the officers.

Simon Reveals Keen Selling Devices

(Continued from page 35)

in mind. The first one is to be a good listener. Every agent should be a good listener and an intelligent listener. If we will but let the prospect talk, nine times out of 10 he will say something that will help us to close our case. I want to give you an illustration of that. Some few years ago I was calling upon one of the most prominent men in New York. He was a capitalist. It took me a long time to secure an interview. Finally, when I was talking with him in his private office, I tried everything I knew to interest that man, first, in permitting me to make an audit of his policies and when that didn't succeed, I tried to sell him new insurance. I tried everything I knew. He insisted he wasn't interested, said he had all the insurance he wanted, said he didn't have any need for more life insurance. When I started to discuss taxes, he knew all about taxes, didn't care to go into the matter. When I mentioned disability, he wasn't interested. When I talked about contingent beneficiaries, he didn't care anything about it. Everything I opened up on he knew all about it.

Endowment Policies Mature

"Finally, at the end of a lengthy interview, he said, 'I am sorry, young man, there is nothing further I can do for you. You see I am not a good prospect for you, but thanks very much for calling. I have enjoyed meeting you,' and he escorted me to the door and he opened the door and as he did, he said, 'As a matter of fact, young man, rather than buy more life insurance, you know I am giving up a great deal in a few months.'

"I said, 'What do you mean?'

"'Why,' he said, 'I have several hundred thousand dollars of insurance maturing in December of this year.'

"I said, 'What do you mean maturing? What kind of policies are they?'

"He said, 'They are endowment policies. The 20 years are up in December of this year.'

"I said, 'Well, Mr. Prospect, how much income tax do you expect to pay Uncle Sam on the proceeds of those policies when they mature in December?'

"'Nothing at all,' he said.

"'Oh, yes, but there is a tax,' I said.

"'No, there isn't.'

"'Oh, yes, there is.'

"'The hell, you say.'

"'The hell, I don't say.'

"'Do you know what you are talking about?' he asked.

"'Mr. Prospect, who are your attorneys?'

Hears Name of Attorneys

"He mentioned the name of a prominent law firm in New York. I said to him, 'Would you mind if I sit outside in your waiting room while you call your attorneys and ask them the question over the telephone? And please ask them to refer to section number so-and-so and so-and-so of a certain revenue act.'

"'I'll just do that,' he said.

"He kept me waiting outside for 20 minutes. At the end of 20 minutes' time he came bursting through the door like a madman and said, 'Blankety blank! These people around here! I pay them to tell me and keep me advised of things and they miss up on something of the most vital importance. You are right, young man. Come down to the vault with me.'

"That was the inception of one of the largest cases I ever sold in my life. It was lucky for me that I was listening carefully to every word he said, even as he was ushering me out of the door.

"On the other hand, if we do most or all of the talking, we are almost sure to hurt our case. I want to give you a brief illustration of that. We had an agent in our office some few years ago who had solicited a man, I believe, for many weeks, didn't make any progress

with him at all. One day while the agent was in the office, the prospect called him on the telephone and said, 'Will you come uptown to see me? I want to talk with you this afternoon.'

Asks for the Rate

"The agent went uptown and when he got in the man's office, the prospect said, 'I sent for you because I am thinking of taking out \$100,000 of insurance for the business. What is the rate at my age?'

"Our brilliant agent replied, 'What rate do you want, Mr. Prospect, for ordinary life or term?'

"And the prospect said, 'Term? What is term?'

"And the agent said, 'Well, I will tell you. It is a policy that runs for only a few years but it costs you less than half as much as ordinary life.'

"The prospect said, 'Of course, I will take term.'

"That happened in the days when there were not so many counselors and advisors recommending term insurance.

"That illustrates how a man can hurt his case by talking too much.

"Now a word about negative thoughts. We try not to put negative thoughts in a prospect's mind. I shall illustrate that with a case that really happened to one of our boys. One of our agents had closed a man for \$25,000, had him examined, completed the application at his desk, and after he had completed the application, the prospect was looking around in his desk drawers for his checkbook and said to the agent, 'I suppose you want a check with the application?'

Tells Prospect to Take Time

"And our agent very brilliantly said, 'Oh, no, Mr. Prospect, there is no hurry. Take your time. We will wait until the policy comes through.'

"That was eight or nine years ago and the agent is still waiting for his check.

"We believe it is important to talk in a man's own language. It is a great mistake to try to sell a \$100,000 policy to a man who can only afford to buy \$5,000 of insurance, or to try to sell a \$5,000 policy to a man that should buy a quarter of a million. I want to give you an illustration of that I heard about perhaps 10 days ago from a man who is very close to me in my office.

"He had met a man socially some years ago and played bridge with him on many occasions and thought he didn't amount to much financially and sized him up as a prospect for a small policy. So he called on this man, had a fine interview and tried to sell him an income for his wife of \$100 a month for 20 years. The prospect didn't seem to be in the slightest bit interested. Our agent never knew why until several weeks later he read an account in one of the New York papers that the man had paid \$150,000 in cash for an estate on Long Island.

Don't Take "No" at Face Value

"We don't believe in taking no as an answer too easily; many of us do, you know. I want to give you an illustration of that, something that happened to me that is rather amusing but it is true. Some years ago, a policyholder of mine who was a builder, gave me an introduction to a well known architect in New York. I called on the architect. I was ushered into his private office and introduced myself and said, 'Mr. Prospect, my name is Lawrence Simon. I am introduced by our mutual friend, Mr. So-and-So,' and with that the telephone bell rang.

"'Be seated, Mr. Simon,' he said.

"And he answered his telephone. He spoke over the phone for fully four or five minutes, and just before he was finished talking on the phone, his secretary came in and stood on the other side of his desk with a card in her hand. When he hung up, the secretary said, 'Mr. So-and-So, this gentleman is outside and wishes to see you.'

"He took the card and said, 'Send him in.'

"He turned to me and smiled and

Los Angeles Managers Win Magazine's Trophy for Keeps

For outstanding excellence of its year's activities among all general agents' and managers' associations, the Los Angeles association won for the third time the cup offered by the Managers' Magazine, thereby winning permanent possession. W. W. Hartshorn, Metropolitan Life, chairman of the award committee, gave a surprise twist to his announcement.

Recalling that Los Angeles had won the cup twice before, he said: "We didn't want everybody to think that we were just awarding it to Los Angeles every time, so this year we are awarding the cup to—Los Angeles."

In accepting the cup on behalf of the Los Angeles association, Roy Ray Roberts, State Mutual, sketched some of the organization's activities, particularly its work in cooperation with the Better Business Bureau, and urged such cooperation for all other associations. It was through the Los Angeles Better Business Bureau, he said, that it has been possible to put a crimp in the so-called "Chapter Four" companies, many of which have taken in premiums yet resist in every possible way the payment of claims. He also paid tribute to the organization's executive secretary and cited some of the ways in which a good executive secretary can aid an association.

said, 'Just a minute, Mr. Simon. I'll get rid of this fellow in a hurry.'

"In about a minute, the secretary ushered in a man who stood at attention with his hat off, and before he could say more than 'How do you do,' my prospect turned to him and said, 'Just a minute! You are a life insurance man, and I realize that time is your only capital, and I am a busy man, too. You know I would love to buy some life insurance from you, if I could get it, but I can't get it. You see, I have a bad heart and I have very high blood pressure, too. Therefore, there is no use of your wasting time with me. You might as well find a good prospect.'

"The man said, 'Thank you very much indeed. I didn't know that when I called,' or something like that, and thereupon politely left. As he was going out the door, the prospect turned and winked and said to me, 'I have no more heart trouble or high blood pressure than you have.'

"You can imagine my feelings. I got up from my chair and I said, 'This is no place for me.'

"'What do you mean?' he asked.

"'I represent the Massachusetts Mutual Life,' I replied.

"Well, that man had the unmitigated gall to try and convince me then that he had told the other man the truth and he had lied to me, which illustrates very aptly, I think, that we shouldn't take no too easily; the other fellow did and it spoiled a prospect for me.

"Now in conclusion, regardless of what selling ideas we use, there never has been a time when life insurance could be sold without the proper work habits. The situation is no different today than it ever was. We must be everlastingly searching for new prospects and we must maintain an adequate number of real, honest-to-goodness sales interviews every working day."

Postal Telegraph Directory

Postal Telegraph maintained in the lobby of the headquarters hotel a directory of the registrants, giving their Philadelphia hotel residence. The directory was kept up to the minute in running fashion, with the names being pasted on a huge card.

In the Forefront of PROGRESSIVE LIFE UNDERWRITING

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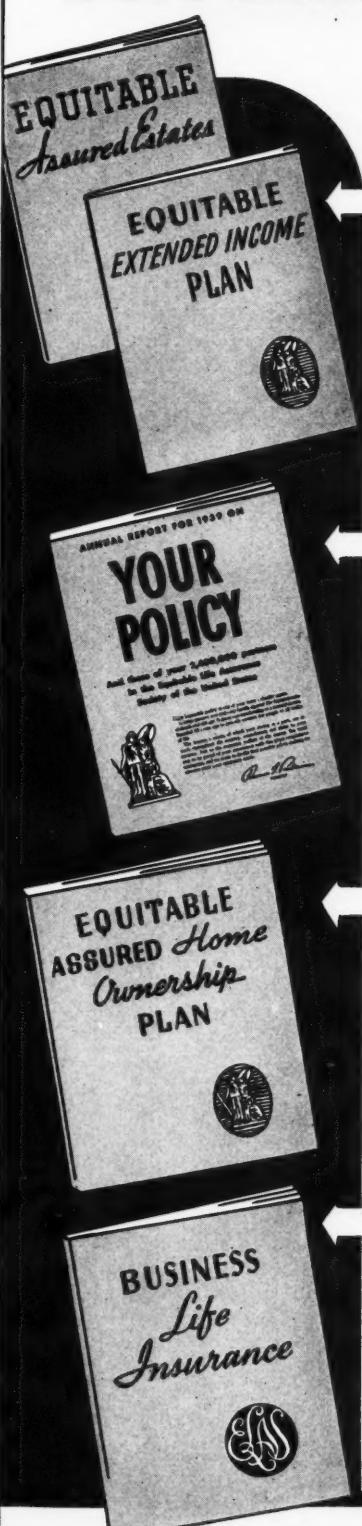
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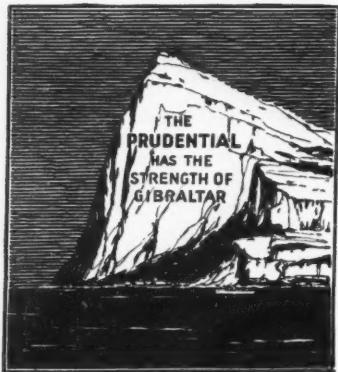
As the leading Annuity company, The Equitable offers to men and women Immediate Life and Refund Annuities; Joint and Survivor Annuities; also Pension Plans in the form of Group Annuities for Employees.



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When millions of men and women join together to provide protection for each other through the medium of life insurance they are, in truth, reflecting the spirit of real democracy.

They are utilizing one of their inherent privileges—that of setting up a common defense through practical co-operation.

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